

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. | Learner |
| 2. | Input |
| 3. | Includer |
| 4. | Focus |
| 5. | Restorative |
| 6. | Positivity |
| 7. | Individualization |
| 8. | Woo |
| 9. | Futuristic |
| 10. | Strategic |

NAVIGATE

- | | |
|-----|----------------|
| 11. | Competition |
| 12. | Intellection |
| 13. | Self-Assurance |
| 14. | Responsibility |
| 15. | Arranger |
| 16. | Ideation |
| 17. | Communication |
| 18. | Analytical |
| 19. | Context |
| 20. | Significance |
| 21. | Developer |
| 22. | Achiever |
| 23. | Belief |
| 24. | Discipline |
| 25. | Command |
| 26. | Activator |
| 27. | Connectedness |
| 28. | Relator |
| 29. | Harmony |
| 30. | Deliberative |
| 31. | Consistency |
| 32. | Adaptability |
| 33. | Maximizer |
| 34. | Empathy |

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. **Learner**
- 2. **Input**
- 3. **Includer**
- 4. **Focus**
- 5. **Restorative**
- 6. Positivity
- 7. Individualization
- 8. Woo
- 9. Futuristic
- 10. Strategic

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. 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 Strengths Insights are personalized based on your CliftonStrengths results.

Because of your strengths, 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.

Instinctively, you might prefer to enroll in a difficult class rather than register for the easiest one. Perhaps comparing how well you are doing in relation to others has meaning only when you earn the best grades in the hardest courses. To some extent, you crave recognition for your knowledge and winning spirit.

Driven by your talents, you sometimes devote your entire attention to specific tasks you desire to complete. From time to time, you study what needs to be done and how you can tackle particular assignments. To some extent, your curiosity draws you to interesting sources of information: people, printed materials, the Internet, formal classes, casual conversations, or personal experiences. You might be happier when you know a few more things today than you knew yesterday.

By nature, you may thirst for new ideas and knowledge. Sometimes you dive into your reading with abandon. Other times you lose yourself in a book. Maybe you pore over the thoughts contained in its pages for long stretches of time. Why? You might want to absorb as much information as you can.

It's very likely that you endorse the importance of acquiring additional knowledge and gaining new skills. You regard education as an ongoing activity.

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**

2. Input®

HOW YOU CAN THRIVE

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

WHY YOUR INPUT IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Chances are good that you may enjoy reading. To some degree, it allows you to gather certain kinds of information to expand your storehouse of knowledge. If surrounded by individuals who cannot sit still, perhaps giving your full attention to the printed word is difficult. You might avoid the company of restless people when you want to give your undivided attention to a particular book, magazine article, newspaper account, personal correspondence, or official document.

Because of your strengths, you may be well-read in certain fields. Sometimes you gather information that benefits you personally and/or professionally. Perhaps you comprehend what you read, catalog it in your mind, and somehow document it. This might prevent specific individuals from saying you are ordinary, average, or plain. To some degree, you care about what particular people think of you. You might want them to regard you as knowledgeable, believable, and accomplished.

It's very likely that you occasionally can be found reading. You might choose books that have short chapters or publications with concise articles. You may realize that you comprehend what you read better if you can concentrate on it for brief periods of time. Perhaps your mind wanders when you force yourself to read for an hour or more without taking a break.

Instinctively, you may exhibit a distinctive manner of expression when you speak or write about certain topics. You attempt to choose words that set you apart from everyone else. You might enjoy being different, and you might dislike being regarded as only one more face in the crowd. This partially explains why you enjoy memorizing some difficult-to-understand words and their definitions. When you use this language, specific people may say you are trustworthy, knowledgeable, and accomplished.

Driven by your talents, you sometimes can escape the tension, pressure, or stress of everyday life by reading a good book, diving into a publication's articles, or pulling up information on the Internet. You might take reading material with you on vacations, rest breaks at work, business trips, or tables for one at restaurants. You might occasionally dog-ear pages, underline key ideas, or scribble notes in the margins so your latest discoveries can be easily retrieved.

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.
- Position yourself as an expert. Share your exceptional archive of facts, data and ideas with others when they need help or advice.
- Seek out subject-matter experts who would be interested in knowing what you are learning and who would find it stimulating to hear about the questions and ideas you generate through your exploration.

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**

3. Incluser®

HOW YOU CAN THRIVE

You accept others. You show awareness of those who feel left out and make an effort to include them.

WHY YOUR INCLUDER IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Because of your strengths, you make no claims of being a “morning person.” You need time to transition from sleeping to waking and from waking to working. You tend to gain physical energy and mental sharpness later in the traditional workday. Depending on your biological clock, your peak performance period can occur during mid-to-late afternoon, in the early evening, during the hours before midnight, or in the hours after midnight.

Driven by your talents, you may seldom be at a loss for something to say to most people. Without hesitation, you sometimes dive into conversations with old friends, new acquaintances, or even total strangers.

Chances are good that you occasionally make an effort to involve a number of people in group-related activities. Perhaps you sense what not belonging feels like to the person who is intentionally left out, overlooked, or ignored.

By nature, you might say life is good when you can forge bonds with many of the individuals you meet. Perhaps you have a gift for befriending all sorts of people. You might easily notice those whom others leave out of conversations, forget to involve in meetings, or fail to invite to social events.

It’s very likely that you sometimes make individuals feel like they belong to the group. Maybe you welcome people whom others intentionally or unintentionally slight, quickly dismiss, or totally ignore. Sometimes you tell yourself, “Life is a lot better when everyone gets to participate.”

WHY YOU SUCCEED USING INCLUDER

You notice those who are left out, and you naturally invite them in and make them feel welcome. Your ability to accept people without judgment fosters tolerance and open-mindedness.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Stretch the circle wider. Find ways to get more people involved.

- Look for opportunities to bring people from diverse cultures and backgrounds together. You might be a natural leader in connecting and enlightening individuals from different walks of life.
- Help those who are new to a group get to know others. You are great at quickly making people feel accepted and involved.
- Be a spokesperson for those whose voices are not usually heard. Emphasize the importance of including everyone's feelings and opinions.
- Choose roles that allow you to continuously interact with people. You will enjoy the challenge of making everyone feel important.
- Help your friends and coworkers see the best in people. Explain to them that to respect our differences — our diversity — we must begin by appreciating what we all share — our similarities.

WATCH OUT FOR BLIND SPOTS

- You might tend to include others to the point of unnecessary complexity, with too many opinions and conflicting efforts. Acknowledge that sometimes, you will need to be selective for the sake of clarity and efficiency.
- Even though you cast few judgments, be careful not to criticize those who belong to exclusive groups and clubs. While you likely disagree with what they stand for and might view them as elitist, remember that everyone has the right to choose whom they spend time with.

**EXECUTING**

4. Focus®

HOW YOU CAN THRIVE

You can take a direction, follow through and make the corrections necessary to stay on track. You prioritize, then act.

WHY YOUR FOCUS IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Chances are good that you might feel more upbeat about life when you can establish a few goals for the coming week. Perhaps you accomplish more in less time when you exercise a certain amount of control over your workflow or schedule.

Because of your strengths, you occasionally establish weekly performance targets for yourself. You may also organize or plan new projects. This partially explains why you know where you are headed, how you plan to proceed, and when you might reach your goal. To some extent, pushing hard for desired results excites you.

Driven by your talents, you might have an intense desire to deliver the best performance in specific areas. Sometimes you use every bit of the knowledge, skill, talent, and/or energy you possess to snag the top prize. Perhaps little, if anything, distracts you from your goal.

Instinctively, you typically immerse yourself in intense activities. Preferring a fast pace, you thrive on excitement. You appreciate being surrounded by like-minded individuals. They motivate you to expend even more energy accomplishing whatever needs to be done. You stay busy and work hard whenever it is necessary.

By nature, you sometimes question how well you are doing in certain aspects of your life. You might aspire to higher levels of excellence. Maybe you sense that your greatest accomplishments lie ahead. This partially explains why you spend time and energy addressing some of your shortcomings. Perhaps you think you jeopardize your chances of future success when you ignore certain deficiencies.

WHY YOU SUCCEED USING FOCUS

You have a powerful ability to prioritize, set goals and work efficiently. You avoid time-consuming distractions and stay on track toward an overall objective.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Set specific goals with timelines to motivate yourself.

- Attach timelines and measurements to your goals, and keep track of your progress. Regularly meeting your objectives will prove that you are moving forward and inspire you to do more.
- Try putting a daily “power hour” of complete focus on your calendar each week. During this hour, turn off all your social media alerts, get away from your email, find a committed space and work toward one important goal — and nothing else.
- Write down your goals and refer to them often. You will feel more in control of your life.
- In meetings, take responsibility for summarizing what the group decided, defining when the group will act on its decisions and setting a date to reconvene.
- Pay attention to those who think, act and talk less efficiently than you do. Sometimes their “detours” will lead to unexpected discoveries.

WATCH OUT FOR BLIND SPOTS

- You may focus so intently on your own work that you don’t notice when goals and priorities change. Remember to occasionally stop what you’re doing so you can re-evaluate your objectives.
- When you are absorbed in something, you may be slow to respond to others’ immediate needs and appear emotionally distant. Acknowledge that sometimes, you will have to stop and respond to interruptions from the important people in your life.

**EXECUTING**

5. Restorative™

HOW YOU CAN THRIVE

You are adept at dealing with problems. You are good at figuring out what is wrong and resolving it.

WHY YOUR RESTORATIVE IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, you may automatically see what needs fixing or realize what you could do better to excel. Occasionally, you create opportunities for yourself to acquire skills or knowledge in areas that do not come to you naturally or easily.

Instinctively, you may reflect on what you could or should have done better. Assessing what you did wrong, what you might have done differently, or what resources you needed to succeed sometimes prevents you from making the same mistakes in the future.

Because of your strengths, you might engage in self-improvement activities once you have identified things you need to know more about or do better. Perhaps you hope to minimize some of your shortcomings.

Driven by your talents, you might conclude that life is fulfilling when you concentrate on conquering your shortcomings. This partially explains why certain self-improvement programs appeal to you. You might gravitate to those that teach techniques you can put into practice.

It's very likely that you may choose to team up with people who candidly point out areas where you need to make improvements in yourself. You might concentrate time and energy on conquering your shortcomings. You might argue that your talents serve you well regardless of whether you practice using them.

WHY YOU SUCCEED USING RESTORATIVE

You love to solve problems. Your ability to analyze a situation, identify potential shortcomings and modify as needed makes you powerful in times of difficulty and crisis.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Remember that every problem has a solution. Find the answers.

- Look for roles in which your success depends on your ability to solve problems. You might particularly enjoy medicine, consulting, computer programming or customer service.
- Seek out tough turnaround situations that others might avoid. You will enjoy the challenge of revitalizing something, and you will build your reputation as a valuable partner.
- Celebrate your successes. Difficult problems might entice you, but also acknowledge easy-to-solve issues that have big results.
- Tell others that you enjoy fixing problems, and offer to help. Many people shy away from difficulties, but problem-solving comes naturally to you.
- Give yourself a break. You might be overly self-critical and your own toughest critic. Try to redirect your energy toward things about yourself that you know you can fix or toward external, tangible problems.

WATCH OUT FOR BLIND SPOTS

- Others might think that all you see are their flaws and shortcomings. Remember that there are times when people need you to see their successes and give them praise.
- You tend to focus on processes, not people, and you might automatically rush to solve every problem. Sometimes others need to solve their own problems, so try to give people space to experiment and find their own solutions.

**RELATIONSHIP BUILDING**

6. 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 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.

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.

**RELATIONSHIP BUILDING**

7. Individualization®

HOW YOU CAN THRIVE

You are intrigued with the unique qualities of each person. You have a gift for figuring out how different people can work together productively.

WHY YOU SUCCEED USING INDIVIDUALIZATION

You notice and appreciate each person's unique characteristics, and you don't treat everyone the same. Because you can see what makes each individual unique, you know how to bring out their best.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Appreciate the uniqueness in each person you meet.

- Become an expert at describing your own strengths and style. What is the best praise you ever received? What is your best method for building relationships? How do you learn best?
- Ask your coworkers and friends these same questions. Help them create a future based on their strengths and what they do best.
- See the talents in others, and encourage them to follow their dreams. Help individuals understand and maximize the power of their talents.

WATCH OUT FOR BLIND SPOTS

- You often know more about others than they know about you, and when people don't naturally show awareness of your likes, dislikes, motivations and needs, this may disappoint you. Recognize that you will need to share your preferences with people, and don't assume they will instinctively know.
- Your natural impulse is to put individual needs and goals ahead of what is best for the group. To prevent the appearance of favoritism and bias, acknowledge that sometimes you will need to adjust your style for the greater good.

**INFLUENCING**

8. Woo®

HOW YOU CAN THRIVE

You love the challenge of meeting new people and winning them over. You derive satisfaction from breaking the ice and making a connection with someone.

WHY YOU SUCCEED USING WOO

You have an exceptional ability to win others over. Because you energize social situations and naturally put strangers at ease, you help build networks by connecting people with each other.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Spend time every day interacting with people.

- Build and maintain your network of acquaintances by checking in with each person at least once a month.
- Stay in touch with your peers in professional organizations to broaden your network and increase the number of resources you can contact for help.
- Use your natural charm to help put reserved people at ease in social situations.

WATCH OUT FOR BLIND SPOTS

- Others may view you as shallow and insincere because you connect with people quickly then move on. In social situations, when you are talking with someone and have the urge to go meet someone else, try to remember that some people may just be getting comfortable.
- You may have a tendency to reveal yourself and trust others too quickly. This may cause more reserved people to step back from a relationship. Be aware that people's personal comfort zones differ, and you will need to adjust your approach if you want to win people over.

**STRATEGIC THINKING**

9. Futuristic®

HOW YOU CAN THRIVE

You are inspired by the future and what could be. You energize others with your visions of the future.

WHY YOU SUCCEED USING FUTURISTIC

You are a visionary. Your powerful anticipation and detailed visualization of a better future can turn aspirations into reality. Your vision of tomorrow can inspire and push others to new heights.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Share your visions of a better future.

- Use as much detail as possible when you describe what you see on the horizon. Not everyone can naturally fill in the gaps between the present and future like you can.
- Choose roles that allow you to contribute your ideas about the future. For example, you might excel in entrepreneurial or startup situations.
- Help those who are struggling imagine their future. You naturally foresee a better tomorrow, and that motivates you to overlook today's pain and problems.

WATCH OUT FOR BLIND SPOTS

- Because you live in the future, you may find it difficult to enjoy the present moment. While it will always be important for you to have things to look forward to, don't overlook opportunities to experience and appreciate where you are now.
- Some people may dismiss your visions because they can't see the future like you do. Accept that you must address real issues today to get to a better tomorrow.

**STRATEGIC THINKING**

10. 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 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.

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.

Navigate the Rest of Your CliftonStrengths®



- 11. Competition
- 12. Intellection
- 13. Self-Assurance
- 14. Responsibility
- 15. Arranger
- 16. Ideation
- 17. Communication
- 18. Analytical
- 19. Context
- 20. Significance
- 21. Developer
- 22. Achiever
- 23. Belief
- 24. Discipline
- 25. Command
- 26. Activator
- 27. Connectedness
- 28. Relator
- 29. Harmony
- 30. Deliberative
- 31. Consistency
- 32. Adaptability
- 33. Maximizer
- 34. Empathy

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



Learner®

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



Input®

Keep exploring; always be curious.



Includer®

Stretch the circle wider. Find ways to get more people involved.



Focus®

Set specific goals with timelines to motivate yourself.



Restorative™

Remember that every problem has a solution. Find the answers.



Positivity®

Help others see the humor and positive side of life.



Individualization®

Appreciate the uniqueness in each person you meet.



Woo®

Spend time every day interacting with people.



Futuristic®

Share your visions of a better future.



Strategic®

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

Your CliftonStrengths® 34 Theme Sequence

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. Intellection®

STRATEGIC THINKING

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

13. 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.

14. 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.

15. 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.

16. Ideation®

STRATEGIC THINKING

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

17. 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.

18. 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.

19. Context®

STRATEGIC THINKING

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

20. 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.

21. 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.

22. 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.

23. 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.

24. Discipline®

EXECUTING

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

25. Command®

INFLUENCING

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

26. 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.

27. 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.

28. 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.

29. Harmony®

RELATIONSHIP BUILDING

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

30. 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.

31. 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.

32. 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.

33. 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.

34. Empathy®

RELATIONSHIP BUILDING

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

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