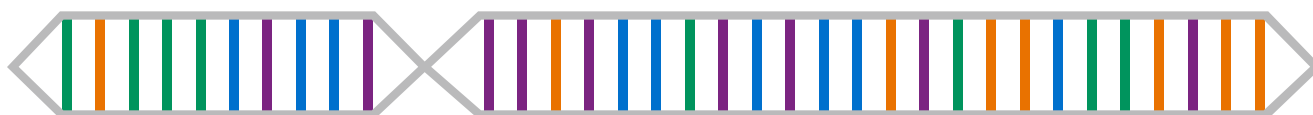


Your CliftonStrengths 34 Results

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. **Strategic**
2. **Maximizer**
3. **Learner**
4. **Intellection**
5. **Analytical**
6. Individualization
7. Achiever
8. Adaptability
9. Relator
10. Discipline

NAVIGATE

11. Deliberative
12. Consistency
13. Self-Assurance
14. Belief
15. Harmony
16. Developer
17. Input
18. Arranger
19. Connectedness
20. Focus
21. Empathy
22. Positivity
23. Competition
24. Responsibility
25. Context
26. Significance
27. Communication
28. Includer
29. Futuristic
30. Ideation
31. Command
32. Restorative
33. Woo
34. Activator

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. **Maximizer**
3. **Learner**
4. **Intellection**
5. **Analytical**
6. Individualization
7. Achiever
8. Adaptability
9. Relator
10. Discipline

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 examine the past. You discover why things happened. This permits you to foresee the future. You study humankind's story to identify subtle nuances, recurring sequences of events, and predictable human behavior. Generating clever, resourceful, inventive, and original alternatives, you can offer solutions to age-old problems.

Driven by your talents, 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.

By nature, you notice that the right word usually pops into your mind exactly when you need it. Your comfort with language makes the oral or written expression of your ideas or feelings appear almost effortless. Others benefit from your ability to transmit information, thoughts, or emotions by using a vocabulary they can easily understand.

Because of your strengths, you enjoy brainstorming — that is, a group problem-solving technique that involves the spontaneous contribution of ideas from all participants. Because you have acquired special skills and knowledge, you can suggest a number of alternative solutions. Your expertise often serves as a springboard for your own and others' imaginations. This is the case when you are encouraged to think about the future.

Chances are good that 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.

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.

**INFLUENCING**

2. Maximizer

HOW YOU CAN THRIVE

You focus on strengths as a way to stimulate personal and group excellence. You seek to transform something strong into something superb.

WHY YOUR MAXIMIZER IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

By nature, you sense that you do a good job of streamlining processes and action plans. You study ways to efficiently perform mundane, tedious, or repetitious tasks. As insignificant as an activity seems, you help others appreciate its importance. Your orderly and easy-to-follow steps save people time and allow them to deliver consistent results on schedule and without hassles.

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.

Because of your strengths, you rely on your ability to help people find links to each other. With your involvement, it is much more likely that common ground or mutual understanding among people will be discovered. You have a gift for closing the gaps that separate human beings from one another.

Driven by your talents, you might schedule time to consider the future. You probably create plans to transform the possibilities you imagine into practical results.

Instinctively, 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.

WHY YOU SUCCEED USING MAXIMIZER

You focus on quality, and you prefer working with and for the best. By seeing what each person naturally does best and empowering them to do it, you make individuals, teams and groups better.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Strive for excellence, and encourage others to do the same.

- Stay focused on your own strengths. Choose one talent you want to maximize each month, and invest in building on it. Refine your skills. Acquire new knowledge. Practice. Keep working toward mastery.
- Make your weaknesses irrelevant. Find a partner, devise a support system or use one of your stronger themes to compensate for your weaker ones.
- Help your friends and coworkers recognize others' talents and strengths.
- Develop a plan to use your strengths outside of work. Consider how your strengths relate to your personal mission and how they can benefit your family or community.
- Study success. Spend time with people who have discovered their strengths. The more you understand how using strengths leads to success, the more likely you will be to create success in your own life.

WATCH OUT FOR BLIND SPOTS

- Your desire to exhaust all possible outcomes can frustrate those who want to come to a suitable conclusion and move forward. Sometimes, you will need to accept that "good enough" is adequate and appropriate.
- You might be disappointed when a project or initiative falls short of your definition of excellence. Try not to get discouraged when you have to work on or sign off on something that is acceptable, but not ideal, in your eyes.

**STRATEGIC THINKING**

3. 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.

Instinctively, you thirst for new ideas and knowledge. Often you lose yourself in a book. You pore over the ideas contained on its pages for long stretches of time. Why? You want to absorb as much information as you can.

Driven by your talents, you usually equate education — formal and informal — with understanding more about something today than you understood about it yesterday.

Chances are good that you have a strong need to know that you are taking the proper course of action before you begin. Without a doubt, your hunger for evidence, data, or background information is immense. Whether your sources of knowledge are people, classes, books, the Internet, or discussions, you are hardwired to be as informed as you possibly can be prior to starting most ventures. You probably prefer to be overly prepared rather than risk being poorly prepared.

By nature, you yearn to know a lot. It makes little sense to you to skim through a book and read only the highlights. You delve more deeply into intriguing subjects than most people do. You love to gather all kinds of information. This explains why you take time to grasp ideas that appear in print.

It's very likely that you enjoy reflecting on what you already know and on what you want to know. Your concentration leads you to major and minor discoveries. You need ample quiet time to critically examine new information, theories, concepts, or philosophies. Wherever you go and whatever you do, your mind is seldom at rest. You consider what you have observed. You pose never-before-asked questions. Thinking deeply about things is a necessity for you. It is not a luxury. It is not an option.

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**

4. Intellection

HOW YOU CAN THRIVE

You are characterized by your intellectual activity. You are introspective and appreciate intellectual discussions.

WHY YOUR INTELLECTION IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

Because of your strengths, you pay close attention to current events. Numerous people merely recount what they heard, saw, or read. Typically you dive deeper into the topic. You are likely to generate theories, concepts, or philosophies to explain the reasoning behind newsmakers' decisions. You routinely gather information about events, policy statements, people, or crises. Your fresh insights are likely to draw equally engaged thinkers into the conversation.

Driven by your talents, you choose to associate with people who think big and think smart. Exchanging ideas, concepts, or theories with intelligent individuals exhilarates you. You pull together as many thoughts as possible from these animated conversations. You never know when someone's question or suggestion will be valuable. You mentally file away or physically document these snippets — that is, small bits — of insight or wisdom for easy retrieval.

Chances are good that you put yourself in the middle of mentally stimulating conversations. You want to gather new ideas, discover new approaches, hear about new theories, consider new concepts, or apply new technologies. Often you are one of the early discoverers of innovations. Others can lag behind if they wish, but you consistently acquire knowledge. You exhibit little need to know precisely where all this information ultimately will lead you.

By nature, you gravitate to discussions where the participants are committed to searching for truth and reason.

Instinctively, you commonly reflect on tomorrow's possibilities and their potential impact on your life. Understandably, you seek the company of intelligent, forward-looking individuals. You talk with them. You listen. You ask questions. You offer your own ideas. Every step of the way, you keep pulling together intriguing bits of information that can help you shape your future. There are thoughts you treasure even though they are not immediately useful.

WHY YOU SUCCEED USING INTELLECTION

You love to think, muse and reflect. Your powerful mental processing and intellectual activity empower you to clarify and explain, regardless of the topic or situation.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Think deeply. Think often.

- Set aside a few minutes every day to collect your thoughts. This reflection time will energize you, and your thinking will become sharper and more effective.
- Get involved in big projects or initiatives in the early stages, before the action begins. You have the ability to follow a trail to see where it leads, and your insights enable projects to move forward intelligently and without backtracking.
- Take time to write. Writing might be the best way to crystallize and integrate your thoughts. Make a list of your best ideas, and refer to it often. Revisiting your thoughts can give you valuable insights.
- Give people time to think through the thoughts and ideas you present. Remember that they have not spent as much time as you have pondering, so they might not grasp your message right away.
- Deliberately build relationships with people you consider to be "big thinkers." Their example will inspire you to focus your own thinking.

WATCH OUT FOR BLIND SPOTS

- Because you are comfortable with silence and solitude, others might view you as isolated, disinterested or disengaged. Be prepared to tell them that solitary thinking is just your natural process and not necessarily a reflection of how much you care.
- Some people might think you create needless complexity during discussions and may want you to make decisions faster than you do. Consider tailoring your approach; sometimes it's better to keep it simple and go more in depth later.

**STRATEGIC THINKING**

5. Analytical

HOW YOU CAN THRIVE

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

WHY YOUR ANALYTICAL IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

Because of your strengths, you sometimes reason through what needs to be done and how to do it. Perhaps your methodical approach produces precise outcomes. You may prefer assignments that demand attention to detail.

Driven by your talents, you characteristically are unsentimental and realistic, especially when you must plan how to do something efficiently, reliably, or predictably time after time. Undoubtedly, you search for ways to streamline your daily, weekly, monthly, or annual chores. You identify the steps needed to complete the task. You study the requirements, overlooking no details. You concentrate on facts. You avoid letting bias or favoritism cloud your judgment.

By nature, you may be sought out for advice by individuals who appreciate your methodical thinking style. To some extent, your approach prevents people from being distracted by their own or someone else's emotions. Perhaps you help them concentrate on the facts more than on their feelings.

Chances are good that you now and again prefer to finish things before they are due. Perhaps you give yourself sufficient time to outline the steps of particular activities. When you are diligent about planning, your ability to move efficiently toward the deadline might be improved.

It's very likely that you might expend mental energy making sense of events, identifying problems, or creating solutions. Sometimes you sort through a lot of information to pinpoint a few key facts. You might rely on reason to arrive at conclusions or make decisions.

WHY YOU SUCCEED USING ANALYTICAL

Your natural ability to investigate, diagnose and identify patterns results in valuable insights that are logical and well-thought-out. Your critical thinking helps clarify reality and provides objectivity.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Use your logical, objective approach to make important decisions.

- Identify credible sources you can rely on. Find helpful books, websites, experts or other resources that you can use as references.
- Get involved in the planning stages of a new initiative or project so you can evaluate its feasibility and direction before it gets too far along.
- Accept that sometimes you will need to take action before all the facts are in place.
- Choose assignments or work that allows you to analyze data, find patterns or organize ideas.
- Develop your Analytical talents by sharing your ideas with other analytical minds who specialize in your area.

WATCH OUT FOR BLIND SPOTS

- Your objective and fact-based approach to decision-making may seem skeptical or critical. Keep in mind that others will have emotional, subjective and personal opinions — and that their input is just as valuable as yours is.
- Because you ask many questions, people may think that you always doubt the validity of their ideas, that you do not trust them and that you are tough to work with. Explain your analysis so they will be more likely to trust your process and your motives.

**RELATIONSHIP BUILDING**

6. 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.

**EXECUTING**

7. 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.

**RELATIONSHIP BUILDING**

8. Adaptability

HOW YOU CAN THRIVE

You prefer to go with the flow. You tend to be a “now” person who takes things as they come and who discovers the future one day at a time.

WHY YOU SUCCEED USING ADAPTABILITY

You are flexible and can quickly adjust to changing or unexpected circumstances that upset or intimidate others. Your calm response to chaos reassures others and helps you respond to what people need.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

React immediately, and be a positive force for change.

- Look for opportunities to respond to people and situations that need your attention. Your natural ability to adapt relieves pressure during stressful situations and calms coworkers and friends.
- Fine-tune how you respond to the unexpected. For example, if your job requires you to travel on short notice, learn how to pack and leave in 30 minutes. If your workload is unpredictable, practice the first three moves you will make when the pressure hits.
- Don't apologize for your spontaneity. Your willingness to seize the moment means that you won't miss out on valuable experiences and opportunities.

WATCH OUT FOR BLIND SPOTS

- You're so willing to live in the moment that you might constantly shift your priorities. Be aware that frequent changes can feel endless and often unnecessary to those who thrive on structure and stability.
- You may have a tendency to miss deadlines or run late for appointments. Make sure you keep track of the most important due dates and meetings.

**RELATIONSHIP BUILDING**

9. Relator

HOW YOU CAN THRIVE

You enjoy close relationships with others. You find deep satisfaction in working hard with friends to achieve a goal.

WHY YOU SUCCEED USING RELATOR

You naturally form genuine and mutually rewarding one-on-one relationships. Your authenticity allows you to build close, long-lasting connections that foster trust and confidence.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Connect deeply with the right people to gain friends for life.

- Try to get one-on-one time with people, rather than attempting to connect with them in a group. This will help you build the deeper and trusting relationships you value most.
- Stay in contact with your friends, no matter how busy you are. Your closest relationships energize you.
- Make sure people know that you are more interested in their character and personality than in their status or job title. You might serve as a model for others.

WATCH OUT FOR BLIND SPOTS

- Because Relators typically do not trust others implicitly and people have to earn your trust over time, some may think you are hard to get to know. Be aware of this perception with new people you meet as well as with the people you see every day.
- Your tendency to spend more time with the people you know best might give the impression that you are exclusive or unfriendly to those outside your inner circle. Consider that you might be missing out on the benefits of widening the circle and getting to know more people.

**EXECUTING**

10. Discipline

HOW YOU CAN THRIVE

You enjoy routine and structure. Your world is best described by the order you create.

WHY YOU SUCCEED USING DISCIPLINE

You need organization, order and precision. Your controlled planning and routines increase efficiency and bring predictability and structure to turmoil.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

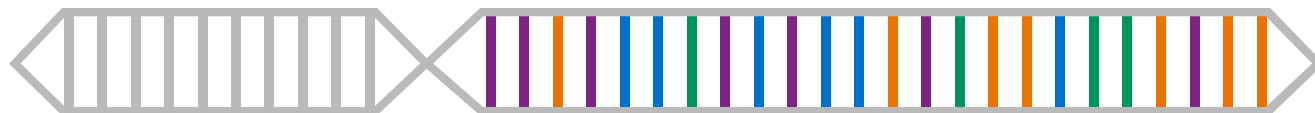
Create structure, and keep things organized.

- Check as often as necessary to ensure that tasks and projects are completed correctly and on time. You feel an urge to do it anyway, and soon enough, others will begin to expect it from you.
- Share your routines and structure. Your detailed lists of tasks, goals and timelines can increase others' efficiency.
- Accept that not many people are as disciplined as you. Instead of letting their processes frustrate you, try to focus on their results and not their methods.

WATCH OUT FOR BLIND SPOTS

- Because of your need for predictability and control, others might view you as rigid and inflexible. Try not to automatically dismiss ideas that do not directly fit into the neat framework you have created.
- As much as you thrive on structure and organization, others thrive on the freedom to innovate. Be careful about expecting others to follow any structure you put in place.

Navigate the Rest of Your CliftonStrengths



- 11. Deliberative
- 12. Consistency
- 13. Self-Assurance
- 14. Belief
- 15. Harmony
- 16. Developer
- 17. Input
- 18. Arranger
- 19. Connectedness
- 20. Focus
- 21. Empathy
- 22. Positivity
- 23. Competition
- 24. Responsibility
- 25. Context
- 26. Significance
- 27. Communication
- 28. Includer
- 29. Futuristic
- 30. Ideation
- 31. Command
- 32. Restorative
- 33. Woo
- 34. Activator

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

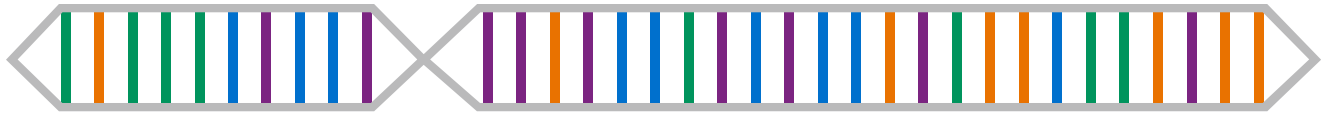
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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. Maximizer
3. Learner
4. Intellection
5. Analytical
6. Individualization
7. Achiever
8. Adaptability
9. Relator
10. Discipline
11. Deliberative
12. Consistency
13. Self-Assurance
14. Belief
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34. Activator

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

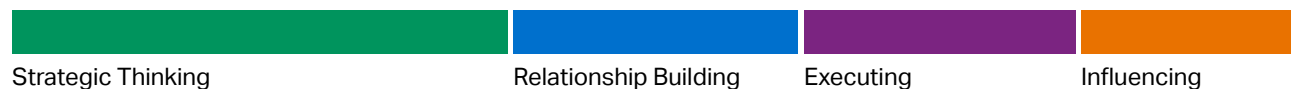
People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

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

Maximizer

Strive for excellence, and encourage others to do the same.

Learner

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

Intellection

Think deeply. Think often.

Analytical

Use your logical, objective approach to make important decisions.

Individualization

Appreciate the uniqueness in each person you meet.

Achiever

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

Adaptability

React immediately, and be a positive force for change.

Relator

Connect deeply with the right people to gain friends for life.

Discipline

Create structure, and keep things organized.

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. 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.

3. 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.

4. Intellection

STRATEGIC THINKING

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

5. 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.

6. 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.

7. 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.

8. 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.

9. 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.

10. Discipline

EXECUTING

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

11. 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.

12. 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.

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. 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.

15. Harmony

RELATIONSHIP BUILDING

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

16. 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.

17. 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.

18. 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.

19. 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.

20. 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.

21. Empathy

RELATIONSHIP BUILDING

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

22. 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.

23. 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.

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. Context

STRATEGIC THINKING

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

26. 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.

27. 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.

28. 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.

29. 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.

30. Ideation

STRATEGIC THINKING

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

31. Command

INFLUENCING

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

32. 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.

33. 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.

34. 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.