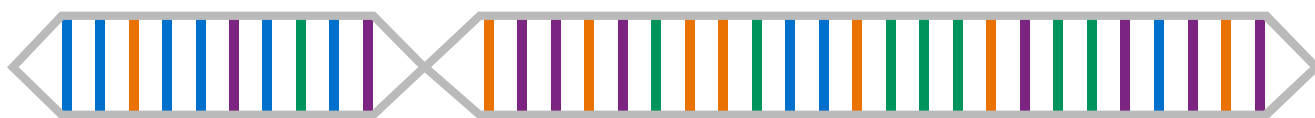


# Your CliftonStrengths® 34 Results

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. **Developer**
- 2. **Individualization**
- 3. **Maximizer**
- 4. **Relator**
- 5. **Harmony**
- 6. Responsibility
- 7. Adaptability
- 8. Ideation
- 9. Empathy
- 10. Belief

## NAVIGATE

- 11. Communication
- 12. Discipline
- 13. Arranger
- 14. Woo
- 15. Consistency
- 16. Learner
- 17. Activator
- 18. Significance
- 19. Intellection
- 20. Connectedness
- 21. Positivity
- 22. Self-Assurance
- 23. Analytical
- 24. Input
- 25. Futuristic
- 26. Command
- 27. Restorative
- 28. Context
- 29. Strategic
- 30. Focus
- 31. Includer
- 32. Deliberative
- 33. Competition
- 34. Achiever

You lead with **Relationship Building** 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. **Developer**
- 2. **Individualization**
- 3. **Maximizer**
- 4. **Relator**
- 5. **Harmony**
- 6. Responsibility
- 7. Adaptability
- 8. Ideation
- 9. Empathy
- 10. Belief

## **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.

**RELATIONSHIP BUILDING**

# 1. Developer

**HOW YOU CAN THRIVE**

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

**WHY YOUR DEVELOPER IS UNIQUE**

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

By nature, you sometimes have quick and ready insights into what individuals are sensing. Perhaps your instincts allow you to ask questions in the right way. In your dealings with people, you might know the best time to speak, listen, advise, or praise.

Driven by your talents, you might be aware of the emotions that individuals experience when they participate in activities or contests. Perhaps you sense who is likely to have fun whether they win or lose. Maybe you can predict who will be disappointed by defeat or overjoyed by victory.

Instinctively, you occasionally inconvenience yourself to help someone else. Maybe the person's appreciation, smile, or words of thanks make you feel good about yourself and life in general. Perhaps you have a bit more energy for your own job or studies after you have done a good deed.

Chances are good that you place more importance on the purpose and value of what you do than on the monetary rewards that accompany success.

Because of your strengths, you derive much satisfaction from giving individuals credit for what they do really well. Your openhearted — that is, kind and generous — spirit probably permits you to praise all sorts of people. You are genuinely intrigued by the diverse qualities of human beings.

**WHY YOU SUCCEED USING DEVELOPER**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Recognize and cultivate the potential in others.*

- Make a list of people you would like to coach or mentor — people whose potential, signs of growth and strengths you have noticed. Offer to meet with them regularly, even if only for a few minutes, to discuss their goals and strengths.
- Call, text or email people who need your encouragement the most. Your natural ability to nurture and inspire might be just what they need to hear.
- Try not to spend all your time encouraging people who are consistently struggling in their role. Sometimes the best developmental action is to help them find a different role — one that fits.
- Find roles in which your primary responsibilities include developing others. Teaching, coaching or managing might be especially satisfying for you.
- Boost your friends' and coworkers' confidence. You will naturally notice when they learn and grow, so share your specific observations with them to help them keep making progress.

**WATCH OUT FOR BLIND SPOTS**

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

**RELATIONSHIP BUILDING**

## 2. 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 YOUR INDIVIDUALIZATION IS UNIQUE**

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

Instinctively, you may be more successful when you work on your own. Knowing that your contributions benefit someone else might please you.

Chances are good that you sometimes marvel at how good your life is. Favorable feelings may flood over you when you determine how diverse individuals can better cooperate. Perhaps you are happy when you can figure out how they can be more productive. Maybe you are delighted when even just a few people begin to appreciate each other's talents, knowledge, or skills.

Driven by your talents, you gain a certain degree of satisfaction when you can be of some service to others.

It's very likely that you notice the unique traits that differentiate one person from everyone else. You have little patience with people who stereotype others into general categories. You prefer to describe individuals with specific and vivid details. No two people and no two lives are exactly the same, you contend. Watching people gives you much pleasure. It also provides you with lots of information others miss.

By nature, you might aid certain individuals by making recommendations, suggesting changes, or providing advice. To some degree, you feel this is your forte — that is, strength.

**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.
- Study successful people to discover the uniqueness that made them successful.
- Help your coworkers and friends become more aware of each person's unique motivations and needs.

**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**

## 3. 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.*

It's very likely that you turn to specialists when you are searching for the best ideas. You are comfortable admitting they understand more than you do about special topics. You refuse to pretend you know everything in every situation. You avoid describing yourself as humble. You prefer to be regarded as realistic and practical.

Driven by your talents, you may be happier with your life when you pause to savor your accomplishments at the moment they occur. Immediately celebrating a success sometimes means more to you than waiting days, weeks, or even months for a formal awards celebration.

Chances are good that you sometimes select projects, assignments, or tasks that allow you to use your talents to produce outcomes. Perhaps you seek opportunities to work independently. You might realize you make more progress when you are allowed to work alone.

Instinctively, you are keenly aware of your ability to do first-rate work when you are allowed to concentrate on a single activity. Having to handle numerous assignments simultaneously for weeks, months, or years can place you at a disadvantage. Furthermore, you know your talents well enough to understand that multi-tasking jeopardizes the quality of your decisions, outcomes, productivity, and overall sense of well-being.

By nature, you might identify situations where you can assist people by using your talents. To some degree, you want to concentrate on doing what you do well. Perhaps this is your pathway to success.

**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.



**RELATIONSHIP BUILDING**

## 4. 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 YOUR RELATOR IS UNIQUE**

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

It's very likely that you feel most fulfilled when you are busy and simply performing routine tasks. When you have nothing to do, typically you find something to do. Sitting around and wasting time does not suit you at all.

By nature, you are quite comfortable being honest about yourself with others. You harbor very few illusions about who you really are. Furthermore, you can openly acknowledge your mistakes and shortcomings. This is apt to distinguish you from most people.

Driven by your talents, you sometimes offer guidance to friends who seek your assistance. Maybe you keep your opinions, recommendations, or suggestions to yourself until you are invited to share them.

Because of your strengths, you may have quick and ready insights into the moods and emotions of specific individuals. This awareness might enhance your effectiveness as a trainer, guide, or instructor. Perhaps your sensitivity allows you to help certain people express what they are thinking or feeling.

Instinctively, you might enjoy acquiring certain types of knowledge and/or skills. You might want to build on particular abilities you know you already have. When you meet people who value education like you do, perhaps you are interested in hearing about a few of their personal or professional ambitions, intentions, or goals. Understanding what they aim to accomplish may be the beginning of a practical partnership or an enduring friendship.

**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.
- Let your caring show. For example, find someone to mentor, help your coworkers get to know one another better or deepen your existing relationships.
- Look for workplaces, classes, teams or groups that encourage friendships. You prefer a casual style and culture and will likely not do well in overly formal situations.

**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.

**RELATIONSHIP BUILDING**

## 5. Harmony

**HOW YOU CAN THRIVE**

You look for consensus. You don't enjoy conflict; rather, you seek areas of agreement.

**WHY YOUR HARMONY IS UNIQUE**

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

It's very likely that you may be both friendly and logical. Sometimes you go out of your way to avoid arguments or fights. Peaceful coexistence might be one of your core values. You try to be cooperative. Perhaps you are willing to carry out the wishes of individuals as long as their requests are not too outlandish.

Because of your strengths, you are viewed as a practical thinker. You frequently seek out specialists who have the best information on a particular topic. You trust their answers and insights are correct.

Driven by your talents, you sometimes notice your quality of life improves when people appreciate your good-natured, even-tempered personality.

By nature, you might educate yourself about the basic facts surrounding certain types of issues or situations. To reduce the possibility of conflict, you may consider everyone's point of view. Perhaps you help some individuals see where they are in agreement with others. Now and then, you can move specific individuals toward consensus — that is, a judgment arrived at by most of those concerned.

Instinctively, you periodically insist on dealing with certain types of tasks right away because doing so makes sense to you. Being practical, you may want everyone to follow established guidelines, regulations, or standard operating procedures. Once in a while, you become irritated when one or two individuals create their own way of doing things.

**WHY YOU SUCCEED USING HARMONY**

You are naturally practical and prefer emotional balance. You can prevent arguments before they start by quickly helping others find common ground and a resolution.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Help others find common ground through practical solutions.*

- Build a network of people with different perspectives whom you can rely on when you need expertise. Your openness to other viewpoints will help you learn.
- Increase unity by increasing the number of voices. When people are arguing, ask others to share their thoughts. You are more likely to find areas where all parties can agree when you have more perspectives.
- Polish your talents by taking a conflict-resolution course. The skills and knowledge you gain will combine with your talents to create a strength in handling conflicts.
- Avoid roles, situations and environments that require you to confront people every day. For example, making sales based on cold calls or highly competitive classes or workplaces will likely frustrate and upset you.
- Emphasize the value of reaching consensus when you work with others. Help them see the practical side of things. This is often the starting point of agreement.

**WATCH OUT FOR BLIND SPOTS**

- In your desire to move conversations toward practical and common-sense decisions, you may frustrate those who want to share broader ideas and opinions. Allow others to express their ideas fully before bringing them back to the task at hand.
- You may instinctively downplay confrontational situations and try to suppress others from openly airing their ideas and emotions. Recognize and accept that there will be times when conflict is inevitable and that some people will revel in it.

**EXECUTING**

## 6. Responsibility

**HOW YOU CAN THRIVE**

You take psychological ownership of what you say you will do. You are committed to stable values such as honesty and loyalty.

**WHY YOU SUCCEED USING RESPONSIBILITY**

You have a deep sense of dedication and feel ownership for your commitments. You are a person of your word, and others know they can rely on and trust you.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Take ownership for the things that matter most to you.*

- Always check your schedule and to-do list before taking on a new request. This will help you realistically meet all of your commitments without overworking yourself and demonstrate to others that you are serious about your responsibilities.
- Align yourself with those who share your sense of commitment. You will thrive when you are surrounded by others who take their responsibilities as seriously as you do.
- Be an ethical watchdog for your school, organization or community by taking action to eliminate and prevent any unethical behavior you see.

**WATCH OUT FOR BLIND SPOTS**

- Because you find it difficult to turn down others' requests, sometimes you overcommit. Try to manage your Responsibility talents by giving up something before you take on a new task.
- Too many obligations can keep you from spending time with the most important people in your life. Remember that sometimes, no is the best answer for the health of your relationships.

**RELATIONSHIP BUILDING**

## 7. 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.

**STRATEGIC THINKING**

## 8. Ideation

**HOW YOU CAN THRIVE**

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

**WHY YOU SUCCEED USING IDEATION**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

- Make small changes in your work or home routines. Experiment. Play mental games with yourself. You likely get bored quickly, so these adjustments can keep you engaged.
- Take time to read, explore and think. Others' ideas and experiences can energize you and help you form new ideas.
- Understand the fuel for your Ideation talents. When do you get your best ideas? When you're talking with people? When you're reading? When you're simply listening or observing? Identify the circumstances when you get your best ideas so you can recreate them.

**WATCH OUT FOR BLIND SPOTS**

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

**RELATIONSHIP BUILDING**

## 9. Empathy

**HOW YOU CAN THRIVE**

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

**WHY YOU SUCCEED USING EMPATHY**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

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

**WATCH OUT FOR BLIND SPOTS**

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



**EXECUTING**

# 10. Belief

**HOW YOU CAN THRIVE**

You have certain core values that are unchanging. Out of these values emerges a defined purpose for your life.

**WHY YOU SUCCEED USING BELIEF**

Your core values guide you and give you purpose. You provide clarity, conviction and stability by living your values.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Honor your values; they keep you on course during tough times.*

- Keep reminders of your personal mission around. In difficult situations, these reminders will help you focus on your objective and the valuable contribution you make.
- Have courage in your ability to select projects to work on. Ask about their intended outcomes and target audiences. When possible, get involved in ideas and projects that match your values.
- Try to keep an appropriate balance between your work and personal life. Both areas will benefit when you dedicate enough time and attention to each.

**WATCH OUT FOR BLIND SPOTS**

- Because you are passionate about your own beliefs, others might view you as stubborn or set in your ways. Keep in mind that everyone has a unique worldview, and often, it will not be the same as yours.
- Be careful not to pass judgment on others' principles and motivations. Their values and belief systems deserve your respect, even when you don't agree with them.

# Navigate the Rest of Your CliftonStrengths



11. Communication
12. Discipline
13. Arranger
14. Woo
15. Consistency
16. Learner
17. Activator
18. Significance
19. Intellection
20. Connectedness
21. Positivity
22. Self-Assurance
23. Analytical
24. Input
25. Futuristic
26. Command
27. Restorative
28. Context
29. Strategic
30. Focus
31. Includer
32. Deliberative
33. Competition
34. Achiever

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

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 **Relationship Building** CliftonStrengths themes.

You know how to build strong relationships that can hold a team together and make the team greater than the sum of its parts.



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



### Developer

Recognize and cultivate the potential in others.



### Individualization

Appreciate the uniqueness in each person you meet.



### Maximizer

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



### Relator

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



### Harmony

Help others find common ground through practical solutions.



### Responsibility

Take ownership for the things that matter most to you.



### Adaptability

React immediately, and be a positive force for change.



### Ideation

Refine your creativity to inspire and energize yourself and others.



### Empathy

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



### Belief

Honor your values; they keep you on course during tough times.

# Your CliftonStrengths 34 Theme Sequence

## 1. 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.

## 2. 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.

## 3. 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.

## 4. 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.

## 5. Harmony

### RELATIONSHIP BUILDING

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

## 6. 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.

## 7. 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.

## 8. Ideation

### STRATEGIC THINKING

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

## 9. Empathy

### RELATIONSHIP BUILDING

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

## 10. 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.

## 11. 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.

## 12. Discipline

### EXECUTING

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

## 13. 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.

## 14. 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.

## 15. 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.

## 16. 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.

## 17. 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.

## 18. 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.

## 19. Intellection

### STRATEGIC THINKING

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

## 20. 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.

## 21. 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.

## 22. 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.

## 23. 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.

## 24. 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.

## 25. 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.

## 26. Command

### INFLUENCING

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

## 27. 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.

## 28. Context

### STRATEGIC THINKING

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



## 29. 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.

## 30. Focus

### EXECUTING

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

## 31. 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.

## 32. 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.

## 33. 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.

## 34. 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.