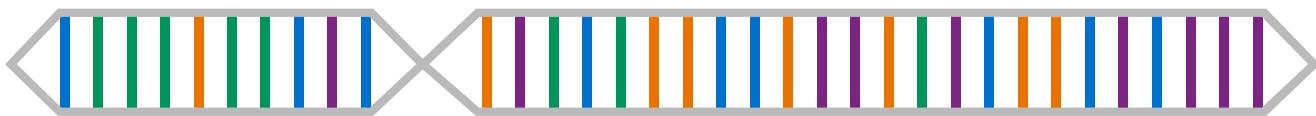


Your CliftonStrengths® 34 Results

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. Individualization
2. Strategic
3. Learner
4. Ideation
5. Competition
6. Analytical
7. Intellection
8. Developer
9. Arranger
10. Adaptability

NAVIGATE

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

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®



- | | |
|---|--|
| <ul style="list-style-type: none">1. Individualization2. Strategic3. Learner4. Ideation5. Competition6. Analytical7. Intellection8. Developer9. Arranger10. Adaptability | |
|---|--|

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. 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 Strengths Insights are personalized based on your CliftonStrengths results.

It's very likely that you may sense when a person requires your assistance. You might initiate conversations with timid individuals who struggle to express their thoughts or feelings. Occasionally you respond to people even before they state their needs. Some of them conclude you are caring and kind.

Because of your strengths, you are a good ally for people who are uncomfortable or overwhelmed at the prospect of interpreting numerical information. Numbers are your language. They speak to you. They tell you stories. They allow you to make sense of things. You can take them apart and reconfigure them. You understand and appreciate the logic embedded in data.

Driven by your talents, you may recognize some of the strengths, limitations, likes, dislikes, goals, or fears that distinguish one human being from another. You might sense the ever-changing moods or thought patterns of certain individuals. These insights might allow you to adjust your behavior or speech moment by moment. Perhaps your responses show particular people you care or understand what they are feeling, thinking, or experiencing.

By nature, you may adopt a more favorable outlook on life when you can identify the conditions that produced certain outcomes. Perhaps you need to know why something did or did not happen. You might be impelled to examine some of the details of specific events, processes, programs, or mechanisms.

Chances are good that you repeatedly let people benefit from your sound reasoning and logical assessment of opportunities, problems, regulations, policies, or proposed solutions.

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.

**STRATEGIC THINKING**

2. 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 Strengths Insights are personalized based on your CliftonStrengths results.

It's very likely that you may be attracted to assignments that demand original and inventive thinking. In some cases, you track down new ideas, facts, or data. Your out-of-the-box thinking might challenge some people to abandon, or at the very least to question, specific conventional practices. When you cause one or two of them to suggest options, maybe their need to protect the status quo will be replaced by a desire to gather more information.

Chances are good that you might have a knack for identifying problems. You might generate alternatives for solving them. Sometimes you consider the pros and cons of each option. Perhaps you factor into your thinking prevailing circumstances or available resources. Maybe you feel life is good when you think you may be choosing the best course of action.

Driven by your talents, you sometimes bring an imaginative strategy to others' attention. You might enjoy partnering with people who rely on you to identify critical and recurring sequences of events, facts, or data.

Because of your strengths, you may enjoy teamwork because you can occasionally share your ideas or experiences with others. Sometimes you gain fresh perspectives or refine your thinking when you process your thoughts out loud to the group.

Instinctively, you can see solutions through different angles and configurations, and you often open yourself up to different perspectives to broaden your point of view.

WHY YOU SUCCEED USING STRATEGIC

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

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

WATCH OUT FOR BLIND SPOTS

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

**STRATEGIC THINKING**

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 Strengths Insights are personalized based on your CliftonStrengths results.

Driven by your talents, you typically are an eager and willing student. You genuinely derive satisfaction from examining new sources of information. You often arrive at conclusions about how to make certain things better.

Chances are good that you may ponder options rather than react without thinking through things. Sometimes you weigh the ramifications, consequences, outcomes, or effects. Sometimes you aim to understand the basic "whys" and "hows" of a situation, problem, or opportunity. Individuals might trust you to be cautious. They might expect you to raise important issues that require further consideration.

By nature, you may treasure opportunities to absorb knowledge or gather ideas from forward-looking thinkers. Perhaps you read their writings, listen to their presentations, or ask them questions about the future they envision. When you can conduct experiments or participate in hands-on activities, you might have a better grasp of their innovative ideas.

Because of your strengths, you sometimes toil without much rest. Maybe you want to pinpoint useful and intriguing facts. To some extent, you may need to explain why particular events unfolded as they did. Perhaps this information permits you to do more or better work.

Instinctively, you have the extra energy to work hard whenever you are acquiring information to broaden your base of knowledge. You desire to deepen your understanding of various topics, opportunities, problems, solutions, situations, events, or people.

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. Ideation[®]

HOW YOU CAN THRIVE

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

WHY YOUR IDEATION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, you may ask people for their points of view. You might listen and evaluate what they say. Perhaps you need to be the final decision maker. Maybe having control frees you to move to action quickly. To some degree, you trust your judgment to launch initiatives that win top awards.

Instinctively, you are concerned about what individuals think of you. You want them to recognize your ability to involve all kinds of people in groups or activities. Knowing others are watching and judging you probably is highly motivating.

Driven by your talents, you might take a creative route to your desired objective. Rather than have just one goal to consider, periodically you explore several alternatives. To some degree, you value innovation. To some degree, you dare to think differently. Timelines and time controls occasionally stifle your creativity. Perhaps you let the thinking process move at its own pace.

Chances are good that you tune in to people and figure out what they are saying and thinking about you. You are acutely aware of how individuals regard you. You probably curry — that is, try to win — the favor of some and seek to impress others.

It's very likely that you might engage in life with gusto. You sometimes approach assignments, tasks, projects, opportunities, or problems with a creative flair. You might take the innovative path rather than follow the traditional or tried-and-true ways of doing things.

WHY YOU SUCCEED USING IDEATION

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Refine your creativity to inspire and energize yourself and others.

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

WATCH OUT FOR BLIND SPOTS

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

**INFLUENCING**

5. Competition®

HOW YOU CAN THRIVE

You measure your progress against the performance of others. You strive to win first place and revel in contests.

WHY YOUR COMPETITION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Because of your strengths, you may be attracted to contests where the first-place prize is cash. The bigger the monetary reward, the more enthused you might be to vie for it.

It's very likely that you might move your colleagues closer to the victory circle by insisting they are on the very best team. Perhaps you challenge them to protect their reputation as winners.

Instinctively, you may be exceptionally motivated when you are pitted against others — especially when only one person can be declared the very best. Your desire to capture the top prize or finish in first place may drive your choices or explain your behavior.

Driven by your talents, you occasionally outwit or outmaneuver your rivals. Perhaps you aim to distinguish yourself as the champion. Maybe your fear of losing fuels your desire to be victorious.

By nature, you routinely concentrate your time, effort, energy, or money on things you want to do better. Perhaps you work hard to develop in your areas of weakness. When you are successful, you may increase your chances of being the best or declared "number one." Sometimes you are motivated when your results are compared to those of others.

WHY YOU SUCCEED USING COMPETITION

You motivate yourself and others to a higher standard of performance. You can raise a group's achievement level by creating a culture of winning and aspiring to be the best.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Aim for first place so you'll always finish strong.

- Create daily measures of success for yourself and the teams you are on. Learn what it takes to win consistently.
- List the performance scores that help you know where you stand every day. Decide which ones you should pay attention to.
- Take the time to celebrate your wins. In your world, there is no victory without celebration.
- Select tasks, roles and work environments where you can measure your achievements. You might never be able to discover how good you can be without keeping score.
- Explain to your coworkers, friends and family that you enjoy battling against good, strong competitors and winning — not from putting others down.

WATCH OUT FOR BLIND SPOTS

- Be careful not to let your competitive spirit get in the way of your relationships. Not everyone has your drive to win, and constantly comparing your performance to theirs might offend them or hurt their feelings.
- Winning at all costs isn't winning; it's self-defeating. Make sure you maintain your principles when you push yourself toward ultimate victory.

**STRATEGIC THINKING**

6. 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 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.

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.

**STRATEGIC THINKING**

7. Intellection®

HOW YOU CAN THRIVE

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

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.

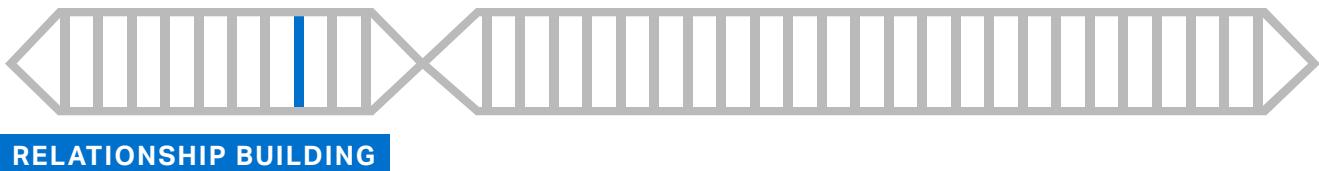
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

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.



8. Developer®

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING DEVELOPER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Recognize and cultivate the potential in others.

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

WATCH OUT FOR BLIND SPOTS

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

**EXECUTING**

9. Arranger®

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING ARRANGER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Improve effectiveness and efficiency by reorganizing resources.

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

WATCH OUT FOR BLIND SPOTS

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

**RELATIONSHIP BUILDING**

10. 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.

Navigate the Rest of Your CliftonStrengths®



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

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. Individualization
2. Strategic
3. Learner
4. Ideation
5. Competition
6. Analytical
7. Intellection
8. Developer
9. Arranger
10. Adaptability
11. Activator
12. Restorative
13. Input
14. Positivity
15. Context
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34. Belief

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

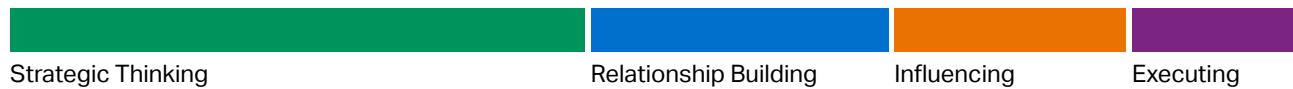
People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

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

Individualization*

Appreciate the uniqueness in each person you meet.

Strategic*

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

Learner*

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

Ideation*

Refine your creativity to inspire and energize yourself and others.

Competition*

Aim for first place so you'll always finish strong.

Analytical*

Use your logical, objective approach to make important decisions.

Intellection*

Think deeply. Think often.

Developer*

Recognize and cultivate the potential in others.

Arranger*

Improve effectiveness and efficiency by reorganizing resources.

Adaptability*

React immediately, and be a positive force for change.

Your CliftonStrengths® 34 Theme Sequence

1. 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.

2. 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.

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. Ideation*

STRATEGIC THINKING

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

5. 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.

6. 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.

7. Intellection*

STRATEGIC THINKING

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

8. 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.

9. Arranger*

EXECUTING

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

10. 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.

11. Activator*

INFLUENCING

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

12. 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.

13. 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.

14. 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.

15. Context***STRATEGIC THINKING**

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

16. 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.

17. Command***INFLUENCING**

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

18. 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.

19. 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.

20. 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.

21. 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.

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. 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.

24. 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.

25. 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.

26. Empathy***RELATIONSHIP BUILDING**

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

27. 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.

28. 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.

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. 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.

32. Discipline***EXECUTING**

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

33. 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.

34. 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.

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