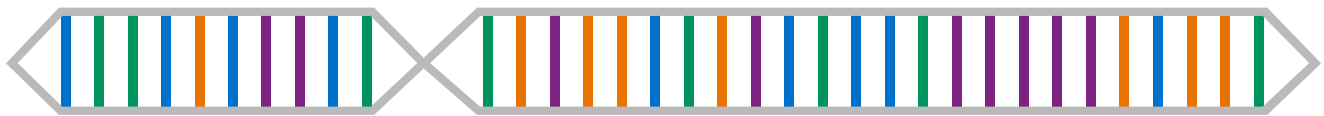


Your CliftonStrengths® 34 Results

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. | Connectedness |
| 2. | Strategic |
| 3. | Learner |
| 4. | Empathy |
| 5. | Self-Assurance |
| 6. | Developer |
| 7. | Focus |
| 8. | Belief |
| 9. | Positivity |
| 10. | Ideation |

NAVIGATE

- | | |
|-----|-------------------|
| 11. | Futuristic |
| 12. | Maximizer |
| 13. | Restorative |
| 14. | Communication |
| 15. | Activator |
| 16. | Relator |
| 17. | Intellection |
| 18. | Significance |
| 19. | Achiever |
| 20. | Includer |
| 21. | Analytical |
| 22. | Adaptability |
| 23. | Individualization |
| 24. | Input |
| 25. | Responsibility |
| 26. | Arranger |
| 27. | Consistency |
| 28. | Deliberative |
| 29. | Discipline |
| 30. | Woo |
| 31. | Harmony |
| 32. | Command |
| 33. | Competition |
| 34. | Context |

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. **Connectedness**
- 2. **Strategic**
- 3. **Learner**
- 4. **Empathy**
- 5. **Self-Assurance**
- 6. Developer
- 7. Focus
- 8. Belief
- 9. Positivity
- 10. Ideation

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. Connectedness®

HOW YOU CAN THRIVE

You have faith in the links among all things. You believe there are few coincidences and that almost every event has meaning.

WHY YOUR CONNECTEDNESS IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Chances are good that you demonstrate a heightened sensitivity to the challenges facing various members of the human family. The faces you see in the news often strike you as familiar, not foreign. You usually feel a strong bond between yourself and these individuals. You intentionally refrain from being surrounded only by people who remind you of yourself.

By nature, you conclude that your life is more meaningful and you are happier when you can dedicate yourself to something of importance to humankind. It can be something simple rather than something grand. You sense your acts of kindness influence individuals to perform good deeds. You are likely to inspire generosity in many people.

Instinctively, you work on your own rather than with a partner or a group. Even so, you can put aside this personal preference to contribute to the well-being of humankind, the environment, or other worthwhile causes. You are willing to sacrifice your independence when it helps others reach altruistic — that is, unselfish — goals.

Because of your strengths, you are attracted to news that promises to improve the quality of life for the entire human family. This information makes you feel much more optimistic about the world's future.

It's very likely that you spontaneously connect diverse people with one another. You approve of individuals as they are rather than as you wish them to be. This surely frees your mind to search for ideas, interests, or personal experiences you have in common.

WHY YOU SUCCEED USING CONNECTEDNESS

You build bridges between people and groups. You help others find meaning by looking at the bigger picture of the world around them, and you give them a sense of comfort and stability in the face of uncertainty.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Help others see connections and purpose in everyday life.

- Use your sense of connection to build the foundation for strong relationships. When you meet new people, ask them questions to find common ground and shared interests that you can use as a starting point.
- Consider roles in which you listen to and counsel others. You could become an expert at helping people see connections and purpose in everyday occurrences.
- Help those around you cope with unpredictable and unexplainable events. Your perspective will bring them comfort.
- Show your friends and coworkers how they are connected to those around them. Point out specific examples of how their actions directly and indirectly affect others.
- Help your teammates and colleagues better understand how their efforts fit into the bigger picture. When people see that what they are doing is important and part of something larger than themselves, they will be more committed to the goal, and your team will be stronger.

WATCH OUT FOR BLIND SPOTS

- You may react more calmly and passively to others' bad news, frustrations or concerns than they would like. Be aware that people sometimes need to vent and will want you to validate their feelings more than they want a philosophical response.
- Some may perceive you as naïve or idealistic because turmoil and upheaval likely trouble you. Remember that not everyone shares your connected view of humanity or believes that every negative event ultimately affects everyone.

**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.

Driven by your talents, you sometimes step back to look at what is in front of you. Your mind naturally sorts through confusion to find possibilities, so you allow yourself to watch for connections that might emerge.

Chances are good that you are aware that patterns can emerge slowly. So when you make a plan, you often reevaluate to see if there are new, better options, and you are willing to change your strategy when it makes sense.

By nature, you can design innovative plans. You probably raise issues and identify recurring obstacles as you generate tactical options. Problems and possible solutions become apparent to you. Once you outline action steps, you quickly execute them one by one. You refuse to waste time questioning your ideas after everything has been set into motion.

Because of your strengths, you easily enter into dialogue with others. When you have an idea, the right words, stories, or examples quickly come to mind. The animated give-and-take of debates stimulates your thinking. Often you gain the advantage by emphasizing irrefutable — that is, cannot be disproved — facts to support your key arguments. Victory for you means having the final word.

Instinctively, 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.

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 sometimes rely on reason to determine how an event, decision, or condition led to a specific event. Perhaps you desire to understand how things converge to produce the final result.

Because of your strengths, you prefer having quiet time to mull over ideas as well as read and examine interesting topics. Periods of uninterrupted thinking give you great pleasure. You probably excuse yourself from noisy, active, or distracting situations to thoroughly process your ideas.

It's very likely that you enjoy establishing objectives in the company of others. Using well-placed milestones, you document knowledge and skills gained since the last reporting period. You probably look forward to reviewing results with individuals who understand education is a process that continues throughout one's life.

By nature, you center your efforts on making improvements that you decide are intriguing and relevant to your life. You devote a great deal of time and energy to acquiring the knowledge and skills that you sense you lack. You regularly challenge yourself to address your shortcomings.

Instinctively, you might earnestly work on intriguing projects. You might be attracted to activities that allow you to acquire knowledge or gain new skills.

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.

**RELATIONSHIP BUILDING**

4. Empathy®

HOW YOU CAN THRIVE

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

WHY YOUR EMPATHY IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

It's very likely that you quickly and easily get insights into people's moods and emotions. Your sensitivity allows you to help people express what they are thinking and feeling.

Driven by your talents, you intuit — that is, know without conscious reasoning — how individuals with very different work styles or personalities can complement each other. Understandably, you reject the idea of forcing everyone to rely on the same plans, methods, or resources to overcome obstacles. Often you search for ways people can use their talents to resolve issues. In the process, they are likely to move closer to worthwhile goals.

Chances are good that you are the person who frequently pauses to hear what your teammates think or feel. Most people walk away saying, "Finally, someone truly understands me."

By nature, you are much happier with your own life when you can convince individuals they are valuable. You undoubtedly express appreciation for their upbeat attitudes and their special talents. When you realize someone feels glum, you are likely to work hard to boost that person's spirits.

Instinctively, you tune in to others' moods. You can read their emotions. This increases your chances of responding appropriately and at the right time.

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.
- Refine your nonverbal communication. Sometimes it is better to be silent. You have the talent to show other people that you know how they feel without saying a word.
- Act quickly and firmly if people are behaving in a way that is unhealthy for them or those around them. Understanding individuals' emotional states does not mean that you must excuse their behavior.

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.

**INFLUENCING**

5. Self-Assurance®

HOW YOU CAN THRIVE

You feel confident in your ability to take risks and manage your own life. You have an inner compass that gives you certainty in your decisions.

WHY YOUR SELF-ASSURANCE IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

It's very likely that you know that stepping outside your comfort zone makes you feel more alive. Your most rewarding and exciting experiences are when you take risks.

Driven by your talents, you occasionally appear to be a pragmatist — that is, someone who spends time on factual matters or practical affairs. You might demand that certain individuals working with you become fluent in the language of their chosen profession, area of study, or field of interest. Once in a while, you may express displeasure when you must stop to explain a subject-specific or technical term that the person should already know.

Because of your strengths, you may choose to associate with specific people who think big and think smart. Perhaps exchanging ideas, concepts, or theories with them exhilarates you. You might pull together a few thoughts from these animated conversations. To be sure you don't overlook a potentially valuable suggestion, you mentally file away or physically document those bits of insight or wisdom for easy retrieval.

By nature, you make decisions based on an innate inner certainty. Occasionally, you support your decisions with data, but more often than not, you respond with confidence and go with your instincts in unfamiliar situations.

Instinctively, you are known for making unintelligible or complex ideas, plans, procedures, or regulations easy to understand.

WHY YOU SUCCEED USING SELF-ASSURANCE

You trust your instincts, so you forge ahead confidently, even on risky paths. Because of your certainty, persuasiveness and ability to make decisions easily, you lead the way for others.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Trust your gut, and live life on your own terms.

- Trust your instincts, but always gather enough input from other sources to ensure you make well-informed decisions.
- Look for startup opportunities. You are comfortable working without a rulebook, and you are at your best when you have to make many decisions.
- Bring your confidence to areas of uncertainty where others are stuck. Your decisiveness and calm certainty in the midst of chaos can create comfort and security.
- Complement your natural confidence with others' talents and knowledge. Especially when you are facing an unfamiliar challenge, consult with people you trust before making a final decision. They can help you select the most productive, efficient strategy.
- Each month, reflect on your recent decisions and their outcomes. Looking back on the consequences of your choices will give you valuable insights and help you refine and strengthen your intuition.

WATCH OUT FOR BLIND SPOTS

- Your confidence in your ability to make the right decisions might make you feel like you don't need to consult anyone else. But no one is right all the time, so consider asking others for their input; they might even validate your hunches.
- Because you usually sound like you know what you're talking about — whether you do or not — others might be nervous about questioning you. Be careful not to alienate or intimidate others with your confidence.

**RELATIONSHIP BUILDING**

6. 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**

7. Focus®

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING FOCUS

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Set specific goals with timelines to motivate yourself.

- Attach timelines and measurements to your goals, and keep track of your progress. Regularly meeting your objectives will prove that you are moving forward and inspire you to do more.
- Try putting a daily “power hour” of complete focus on your calendar each week. During this hour, turn off all your social media alerts, get away from your email, find a committed space and work toward one important goal — and nothing else.
- Write down your goals and refer to them often. You will feel more in control of your life.

WATCH OUT FOR BLIND SPOTS

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

**EXECUTING**

8. 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.

**RELATIONSHIP BUILDING**

9. Positivity®

HOW YOU CAN THRIVE

You have contagious enthusiasm. You are upbeat and can get others excited about what they are going to do.

WHY YOU SUCCEED USING POSITIVITY

You have an infectious energy and enthusiasm. As someone who offers genuine encouragement and an optimistic outlook on life, you have the power to make people feel better when you are around.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Help others see the humor and positive side of life.

- Encourage others to keep their eyes on the positive by helping them see what's going well for them.
- Arm yourself with good stories, jokes and sayings to lighten the mood. Never underestimate the effect that you can have on others. Many people likely rely on your optimism to help them rise above their daily frustrations.
- Celebrate. Whether it's a holiday, an event or someone's success, be the one to plan the party. Turn small achievements into big events, or host regular celebrations that others can look forward to.

WATCH OUT FOR BLIND SPOTS

- Sometimes your optimism and generosity with praise might come off as superficial, naïve or insincere. Make sure your positivity and admiration are always genuine; you can do more damage with false praise than with criticism.
- Be careful not to point out the positive side of a bad situation before others have the chance to fully vent. Acknowledge that sometimes people are not ready to hear the bright side and just need you to listen.

**STRATEGIC THINKING**

10. 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

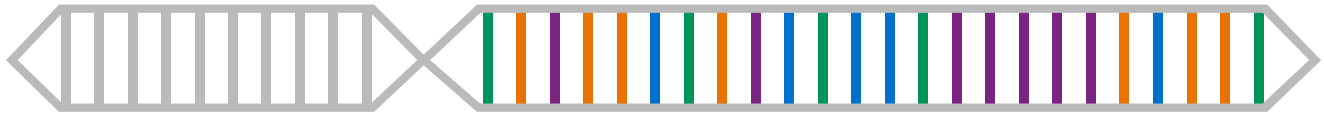
Refine your creativity to inspire and energize yourself and others.

- 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.

Navigate the Rest of Your CliftonStrengths®



- 11. Futuristic
- 12. Maximizer
- 13. Restorative
- 14. Communication
- 15. Activator
- 16. Relator
- 17. Intellection
- 18. Significance
- 19. Achiever
- 20. Includer
- 21. Analytical
- 22. Adaptability
- 23. Individualization
- 24. Input
- 25. Responsibility
- 26. Arranger
- 27. Consistency
- 28. Deliberative
- 29. Discipline
- 30. Woo
- 31. Harmony
- 32. Command
- 33. Competition
- 34. Context

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

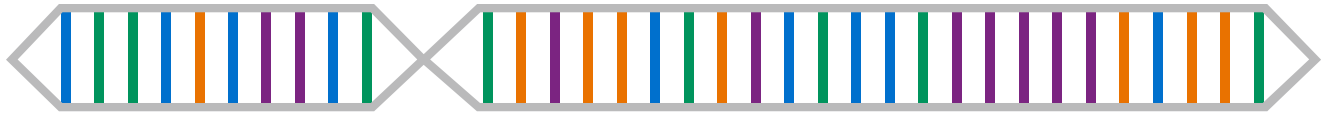
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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. Connectedness
2. Strategic
3. Learner
4. Empathy
5. Self-Assurance
6. Developer
7. Focus
8. Belief
9. Positivity
10. Ideation
11. Futuristic
12. Maximizer
13. Restorative
14. Communication
15. Activator
16. Relator
17. Intellection
18. Significance
19. Achiever
20. Includer
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Focusing on your CliftonStrengths doesn't mean you can ignore your weaknesses.

Gallup defines a weakness as anything that gets in the way of your success.

While the CliftonStrengths assessment does not mathematically quantify weaknesses, you can use your profile to understand how *any* of your CliftonStrengths themes might prevent you from maximizing your potential.

Your strongest CliftonStrengths are your best opportunity for success. But in some situations and with some people, these same themes can hinder your effectiveness and become blind spots.

The themes at the bottom of your profile can also get in the way of your success. They aren't necessarily weaknesses, but they likely do not come naturally to you.

To identify potential weaknesses, ask yourself:

- Does this theme ever undermine my success?
- Have I ever received negative feedback related to this theme?
- Does my role require me to use this theme, but I feel drained when I do?

If you answered yes to any of these questions, you may be discovering areas of weakness. Don't ignore your weaknesses. Instead, focus on your strengths, and work to manage the areas that get in your way.

How do I manage my weaknesses?

- Claim them: Know your weaknesses and how they get in your way
- Collaborate: Ask partners for support
- Apply a strength: Use a different theme to achieve a better outcome
- Just do it: Lean in and do your best

Identify Your Unique Contribution: The CliftonStrengths® Domains

While your CliftonStrengths 34 profile helps you understand *who* you are, there is also power in knowing *how* you make things happen, influence others, build relationships and process information. The framework of the four CliftonStrengths domains — Executing, Influencing, Relationship Building and Strategic Thinking — is another way to think about your CliftonStrengths and how you contribute when you join, create or lead a team.

The best teams are made up of individuals who understand their own — and others' — unique contribution to the team. This awareness and appreciation empowers the team to be more cohesive, versatile, productive and engaged.

However, be careful not to let the four domains limit your thinking. If you don't have any top themes in a particular domain, don't worry. That doesn't mean you can't think strategically or build relationships, for example. Everyone accomplishes tasks, influences others, builds relationships and processes information. You just use your stronger themes in different domains to get to the same outcome.

The next page shows you how your unique CliftonStrengths profile sorts into the four domains. Knowing which domain you lead with can help you understand your most powerful contribution.

The CliftonStrengths Domains

EXECUTING

People with dominant Executing themes make things happen.

INFLUENCING

People with dominant Influencing themes take charge, speak up and make sure others are heard.

RELATIONSHIP BUILDING

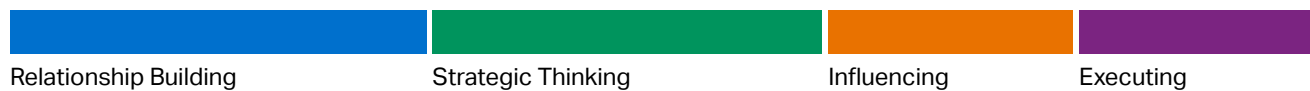
People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

STRATEGIC THINKING

People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.

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



Connectedness®

Help others see connections and purpose in everyday life.



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.



Empathy®

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



Self-Assurance®

Trust your gut, and live life on your own terms.



Developer®

Recognize and cultivate the potential in others.



Focus®

Set specific goals with timelines to motivate yourself.



Belief®

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



Positivity®

Help others see the humor and positive side of life.



Ideation®

Refine your creativity to inspire and energize yourself and others.

Your CliftonStrengths® 34 Theme Sequence

1. 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.

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. Empathy®

RELATIONSHIP BUILDING

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

5. 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.

6. 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.

7. 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.

8. 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.

9. 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.

10. Ideation®

STRATEGIC THINKING

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

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. Intellection®

STRATEGIC THINKING

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

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. 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.

20. 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.

21. 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.

22. 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.

23. 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.

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. 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. 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.

27. 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.

28. 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.

29. Discipline®

EXECUTING

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

30. 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.

31. Harmony®

RELATIONSHIP BUILDING

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

32. Command®

INFLUENCING

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

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. Context®

STRATEGIC THINKING

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

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