

# Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.



## STRENGTHEN

- 1. **Learner**
- 2. **Maximizer**
- 3. **Input**
- 4. **Empathy**
- 5. **Strategic**
- 6. Achiever
- 7. Ideation
- 8. Belief
- 9. Responsibility
- 10. Deliberative

## NAVIGATE

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

You lead with **Strategic Thinking** CliftonStrengths themes.

**EXECUTING** themes help you make things happen.

**INFLUENCING** themes help you take charge, speak up and make sure others are heard.

**RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

**STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.

READ "IDENTIFY YOUR UNIQUE CONTRIBUTION: THE CLIFTONSTRENGTHS DOMAINS" SECTION TO [LEARN MORE >](#)

# Unleash Your Infinite Potential: Your Strongest CliftonStrengths



- 1. **Learner**
- 2. **Maximizer**
- 3. **Input**
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## The CliftonStrengths at the top of your profile are the most powerful.

These themes represent how you are uniquely talented. They are the starting point for living your strongest life possible.

## Develop these CliftonStrengths to maximize your potential

Your greatest chance to succeed — at work or anywhere else — lies in strengthening what you naturally do best and doing more of it.

## Start with your top five.

They are your most powerful natural talents.

1. **Read everything about your top CliftonStrengths.** To make the most of your talents, you first need to understand them and how to describe them to others.
2. **Reflect on who you are.** Think about your experiences, your motivations and how you see yourself. Then, consider how your CliftonStrengths shape you: what you do, how you do it and why.
3. **Use these CliftonStrengths every day.** Start with the suggestions in this report for applying your most powerful CliftonStrengths.
4. **Watch out for blind spots.** Sometimes how you exhibit your strongest CliftonStrengths can cause unintended negative misperceptions. Read the “What Is a Weakness?” section to learn more about preventing your strongest CliftonStrengths from getting in your way.

## Then focus on your CliftonStrengths 6-10.

Apply the same strategies to make the most of your next five CliftonStrengths. You will excel and become the absolute best version of yourself when you take a strengths-based approach to your life. Do more of what you do best, and you’ll feel more engaged, empowered and energized.

**STRATEGIC THINKING**

# 1. Learner

**HOW YOU CAN THRIVE**

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

**WHY YOUR LEARNER IS UNIQUE**

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

Chances are good that you are comfortable offering suggestions to people who regularly seek your counsel — that is, recommendations about a decision or course of action they are considering. These individuals usually feel deep affection for you. You are likely to spend time together socializing as well as working or studying.

By nature, you long to know more so you remain on the cutting edge of your field or areas of interest. Your inventive mind usually generates more possibilities than you can handle or fund. Nonetheless, you are committed to acquiring knowledge and/or skills. You study everything involved in a situation and conceive entirely new ways of seeing or doing things. What you already know prompts you to ask questions and delve even deeper into a subject or problem.

Because of your strengths, you are motivated to continually acquire knowledge and skills. Discovering new ways to use your talents energizes you. You are likely to escape from situations and avoid people who want you to keep doing what you already know how to do well. Maintaining an intellectual status quo is unacceptable to you.

Instinctively, you customarily figure out what makes each person special. You talk to, observe, or study individuals who produce nothing less than excellence to identify what inspires them. Unquestionably, you prefer to associate with those who share your passion for taking something good and making it better. Once you understand what drives a person, you can motivate him or her to transform whatever was made better into something utterly superb.

It's very likely that you routinely gather historical facts or artifacts — that is, pictures, tools, books, artwork, correspondence, or documents. You often wait to determine whether this information is useful. Your interest in history probably has no purpose other than to answer your own questions. You are simply intrigued by the past and its people. The future starts to

take shape in your mind as soon as you begin to rummage through your collection of historic truths and objects.

#### **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.

**INFLUENCING**

## 2. Maximizer

**HOW YOU CAN THRIVE**

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

**WHY YOUR MAXIMIZER IS UNIQUE**

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

Driven by your talents, you gravitate to groups that make assignments based on an individual's unique talents. You intentionally avoid teams whose members think anyone can do anything as long as the person devotes enough effort and time to the task. You realize you do better work and progress more quickly when you are allowed to use your natural abilities.

Instinctively, you regularly give yourself credit for being keenly aware of people's moods, motives, thoughts, or behaviors.

Because of your strengths, you take full advantage of your talents. This is how you move toward your goals.

By nature, you forge ahead to build the life you envision. You reach your goals by finding as many opportunities as possible to use your unique abilities and natural gifts.

It's very likely that you might easily detect unusual configurations or spot new trends in data or factual information. Devising options appeals to you. You have little interest in simply repeating what worked in the past.

**WHY YOU SUCCEED USING MAXIMIZER**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

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

**WATCH OUT FOR BLIND SPOTS**

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

**STRATEGIC THINKING**

## 3. Input

**HOW YOU CAN THRIVE**

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

**WHY YOUR INPUT IS UNIQUE**

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

By nature, you have acquired a sophisticated vocabulary, comprised of technical, subject-specific, or complicated words. Whenever you describe the intricate steps of procedures, you are likely to rely on this terminology. Your attention to detail works to your advantage when you are addressing experts. Because you comprehend the meanings of their words, you can talk about how things function in a language they understand.

Instinctively, you introduce individuals to highly technical or specialized fields by instructing them in the language used by experts. You help people add intricate, elaborate, or hard-to-understand words to their vocabularies. Once trainees have mastered key terms and phrases, they are prepared to delve into the subject. As you share your knowledge with others, you probably gain new insights and make unexpected discoveries. This aspect of training delights you.

Chances are good that you see yourself as a contributing member of the group. You enjoy partnering with intelligent people. You like to exchange information, share observations, or offer tips for doing things more easily, efficiently, or swiftly. You are happiest collaborating with individuals who are not stingy with what they know. You have an ability to figure out how everyone on the team can benefit from each other's knowledge, skills, experiences, or wisdom.

Driven by your talents, you spontaneously tune in to what others think of you as a person and as a professional. As a result, you intentionally commit to memory complicated and intricate words as well as specialized terminology. You use language to your advantage in situations when you desire to influence, confront, make demands of, or issue orders to people. Your vocabulary allows you to speak with authority.

Because of your strengths, you desire to take in additional facts, data, or background

information. These insights probably permit you to assist others whenever the opportunity presents itself.

#### **WHY YOU SUCCEED USING INPUT**

You seek and store information. Your pursuit of mastery and access to knowledge empowers you to make credible and well-informed decisions.

#### **TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Keep exploring; always be curious.*

- Find out more about areas you want to specialize in. Consider jobs or volunteer opportunities where you can acquire and share information every day, such as teaching, journalism or research work.
- Regularly read books and articles that motivate you. Increase your vocabulary by collecting new words and learning their meaning.
- Devise a system to store and easily locate information you have found so you can access it quickly. Use whatever approach works best for you — a file for articles you have saved, a database or spreadsheet, or a list of your favorite websites.
- Position yourself as an expert. Share your exceptional archive of facts, data and ideas with others when they need help or advice.
- Seek out subject-matter experts who would be interested in knowing what you are learning and who would find it stimulating to hear about the questions and ideas you generate through your exploration.

#### **WATCH OUT FOR BLIND SPOTS**

- Unrestrained input can lead to intellectual or physical clutter. Consider occasionally taking inventory and purging what you don't need so that your surroundings — and your mind — don't become overloaded.
- You might have a tendency to give people so much information or so many resources that you can overload and overwhelm them. Before you share your discoveries with others, consider sorting out what is most meaningful so they don't lose interest.



**RELATIONSHIP BUILDING**

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

Driven by your talents, you routinely have insights into what individuals are thinking and feeling. Even so, you refrain from invading people's privacy by commenting on their moods and ideas. You are much more comfortable when they introduce the subject.

Chances are good that you are pleased when your teammates trust you enough to tell you about their ambitions, doubts, suggestions, worries, plans, concerns, or questions.

Instinctively, you push yourself to meet high standards and reach important goals. Your feelings of success or failure likely hinge on the way others judge your results. Your keen awareness of people's moods motivates you to work even harder. You want to please them. You want to earn their approval. You often just want to make them happy.

It's very likely that you are enthusiastic about life when individuals trust you enough to share their most personal thoughts or feelings.

Because of your strengths, you think creatively. You see possibilities. You are inclined to reject traditional approaches to problem solving. You trust your feelings to lead you to the proper solution.

**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.

**STRATEGIC THINKING**

## 5. Strategic

**HOW YOU CAN THRIVE**

You create alternative ways to proceed. Faced with any given scenario, you can quickly spot the relevant patterns and issues.

**WHY YOUR STRATEGIC IS UNIQUE**

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

Because of your strengths, you often bring an imaginative game plan to your teammates' attention. You enjoy partnering with people who rely on you to identify critical as well as recurring sequences of events, facts, or data.

Chances are good that you are innovative, inventive, original, and resourceful. Your mind allows you to venture beyond the commonplace, the familiar, or the obvious. You entertain ideas about the best ways to reach a goal, increase productivity, or solve a problem. First, you think of alternatives. Then you choose the best option.

By nature, you work diligently to invent alternative courses of action. You notice new as well as unusual configurations in facts, evidence, or data. Others, however, can see only separate, unrelated bits of information. You are fascinated by problems that puzzle, confound, or frustrate most people.

Driven by your talents, you trust your ability to be an innovative thinker. You routinely invent many ways you can reach a single goal. Only then do you start narrowing down your options to the best one. You probably take into consideration prevailing circumstances, available resources, budgetary constraints, or pressing deadlines.

Instinctively, you invent original ideas of your own. Your imagination is typically stimulated when you collaborate — that is, team up — with future-oriented thinkers.

**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.

**EXECUTING**

## 6. Achiever

**HOW YOU CAN THRIVE**

You work hard and possess a great deal of stamina. You take immense satisfaction in being busy and productive.

**WHY YOU SUCCEED USING ACHIEVER**

You love to complete tasks, and your accomplishments fulfill you. You have a strong inner drive — an innate source of intensity, energy and power that motivates you to work hard to get things done.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

- Set challenging goals. Take advantage of your self-motivation with a more ambitious goal every time you finish a project.
- Take time to celebrate each success before moving on to your next item or task, even for just a few minutes.
- Limit your commitments to projects or assignments that align with your highest priorities as much as you can.

**WATCH OUT FOR BLIND SPOTS**

- You might get frustrated when others don't work as hard as you do, and they might see you as too demanding. Remember that not everyone has the same high expectations for themselves or is driven to work as hard as you are.
- Your pressing need to get things done might cause you to take on projects or agree to deadlines before you know everything that's involved. Before you commit to something, make sure you have the time and resources you need to do it right.

**STRATEGIC THINKING**

## 7. 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.

**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.

**EXECUTING**

## 9. 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.



**EXECUTING**

# 10. Deliberative

**HOW YOU CAN THRIVE**

You are best described by the serious care you take in making decisions or choices. You anticipate obstacles.

**WHY YOU SUCCEED USING DELIBERATIVE**

You are thorough and conscientious. Through your natural anticipation and careful thought process, you know how to reduce risks and prevent problems from arising.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Stop, listen and assess before taking action.*

- Rely on your good judgment, caution and conservative decision-making during times of change. Your ability to identify and reduce risk is a powerful advantage.
- Be sure to set aside time for yourself. Try this: Reserve 20 minutes each day to sort through your projects, plans and ideas. Use this time to gather information on options, assess different situations or solidify choices you need to make. When you have the opportunity and freedom to calculate, you will make better decisions.
- Help others think through what they want to do. Whatever your role is, you can become a valuable sounding board because you identify and assess potential risks that others might not see.

**WATCH OUT FOR BLIND SPOTS**

- Because you take time to think carefully before making a decision, people might perceive you as forgetful, slow or afraid to act. Be prepared to explain that you are none of those things and that you are just considering all of the potential next steps.
- Your cautious and serious outlook on life might give the impression that you are a distant, private and unapproachable person who doesn't give much praise. Keep this in mind, especially when the important people in your life need your approval and validation.

# Navigate the Rest of Your CliftonStrengths



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

Your greatest opportunity to reach your full potential is developing and using your strongest CliftonStrengths. But it is also important to understand all 34 of your CliftonStrengths themes.

## Your unique CliftonStrengths 34 profile

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

To fully understand your talent DNA, consider how all your CliftonStrengths themes, separately or in combination, influence your work and personal life. In addition to concentrating on your top 10 themes:

- **Navigate the middle.** You might notice these CliftonStrengths themes in your behaviors from time to time. And you may need to rely on them in certain situations. Think of these themes as a support system you can use when you need to.
- **Manage the bottom.** Just as your top CliftonStrengths show you who you are, those at the bottom may tell you who you are not. They aren't necessarily weaknesses, but they are your least powerful themes. If you don't manage them properly, they could prevent you from maximizing your potential.
- **Identify weaknesses.** To determine if any themes are getting in your way, review the "What Is a Weakness?" section on the next page, and find out how to overcome potential obstacles to your success.

To learn more about your entire CliftonStrengths profile, see the "Your CliftonStrengths 34 Theme Sequence" section at the end of the report.

# What Is a Weakness?



1. Learner
2. Maximizer
3. Input
4. Empathy
5. Strategic
6. Achiever
7. Ideation
8. Belief
9. Responsibility
10. Deliberative
11. Connectedness
12. Developer
13. Futuristic
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15. Self-Assurance
16. Focus
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Focusing on your CliftonStrengths doesn't mean you can ignore your weaknesses.

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

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

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

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

## **To identify potential weaknesses, ask yourself:**

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

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

## **How do I manage my weaknesses?**

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

# Identify Your Unique Contribution: The CliftonStrengths Domains

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

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

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

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

## The CliftonStrengths Domains

### EXECUTING

**People with dominant Executing themes make things happen.**

### INFLUENCING

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

### RELATIONSHIP BUILDING

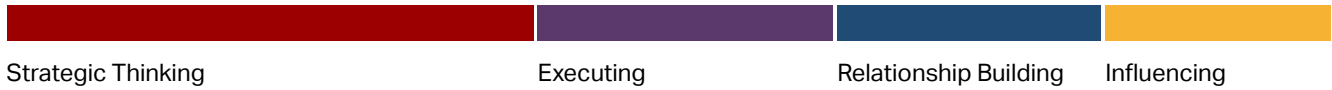
**People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.**

### STRATEGIC THINKING

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

# You lead with **Strategic Thinking** CliftonStrengths themes.

You know how to help individuals absorb and analyze information that can inform better decisions.



*This chart shows the relative distribution of your unique CliftonStrengths 34 results across the four domains. These categories are a good starting point for you to examine where you have the most potential to perform with excellence and how you can best contribute to a team.*

See chart below for more detail about your CliftonStrengths by domain.

## Your CliftonStrengths by Domain

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

# Take Action

Discovering your CliftonStrengths is only the beginning. Achieving excellence depends on your ability to develop and apply your CliftonStrengths and maximize your potential.

Now, take the next steps:

- **Share your CliftonStrengths with others.** Conversations with those closest to you can accelerate your CliftonStrengths development.
- **Find a Gallup-Certified Strengths Coach.** A coach can help you learn to productively apply your CliftonStrengths regardless of the situation.
- **Apply your strongest CliftonStrengths every day.** Read the suggestions in your report, and use the following statements to guide you.

## HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

### Learner

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

### Maximizer

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

### Input

Keep exploring; always be curious.

### Empathy

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

### Strategic

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

### Achiever

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

### Ideation

Refine your creativity to inspire and energize yourself and others.

### Belief

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

### Responsibility

Take ownership for the things that matter most to you.

### Deliberative

Stop, listen and assess before taking action.

# Your CliftonStrengths 34 Theme Sequence

## 1. Learner

### STRATEGIC THINKING

People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

## 2. Maximizer

### INFLUENCING

People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

## 3. 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.

## 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. 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.

## 6. 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.

## 7. Ideation

### STRATEGIC THINKING

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

## 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. 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.

## 10. 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.

## 11. 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.

## 12. 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.

## 13. 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.

## 14. 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.

## 15. 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.

## 16. 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.

## 17. 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.

## 18. 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.

## 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. Discipline

## EXECUTING

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

## 21. 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.

## 22. 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.

## 23. Context

## STRATEGIC THINKING

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

## 24. 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.

## 25. Harmony

## RELATIONSHIP BUILDING

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

## 26. 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.

## 27. 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.

## 28. Command

## INFLUENCING

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

## 29. 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.



### 30. 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.

### 31. 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.

### 32. Adaptability

#### RELATIONSHIP BUILDING

People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be "now" people who take things as they come and discover the future one day at a time.

### 33. 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. 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.