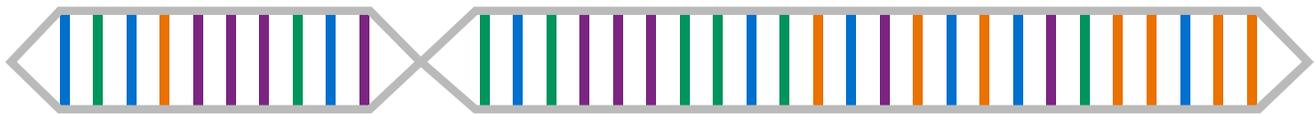


# Your CliftonStrengths® 34 Results

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. **Harmony**
- 2. **Strategic**
- 3. **Relator**
- 4. **Activator**
- 5. **Achiever**
- 6. Deliberative
- 7. Responsibility
- 8. Analytical
- 9. Positivity
- 10. Focus

## NAVIGATE

- 11. Context
- 12. Adaptability
- 13. Ideation
- 14. Arranger
- 15. Restorative
- 16. Belief
- 17. Learner
- 18. Futuristic
- 19. Empathy
- 20. Input
- 21. Command
- 22. Developer
- 23. Consistency
- 24. Self-Assurance
- 25. Individualization
- 26. Significance
- 27. Connectedness
- 28. Discipline
- 29. Intellection
- 30. Competition
- 31. Maximizer
- 32. Includer
- 33. Woo
- 34. Communication

You lead with **Relationship Building** CliftonStrengths themes.

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

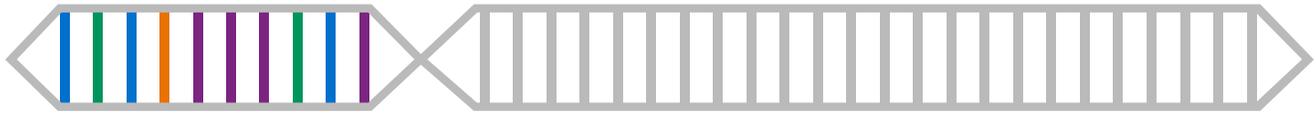
■ **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

■ **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. **Harmony**
2. **Strategic**
3. **Relator**
4. **Activator**
5. **Achiever**
6. Deliberative
7. Responsibility
8. Analytical
9. Positivity
10. Focus

## **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.

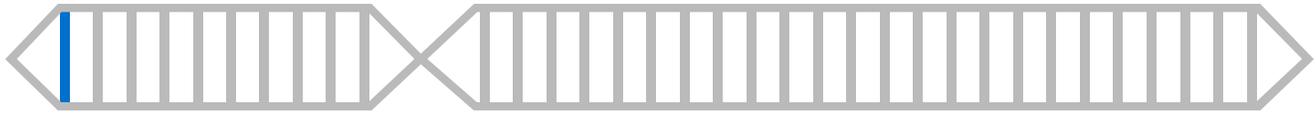
## **Start with your top five.**

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. Harmony<sup>®</sup>

### HOW YOU CAN THRIVE

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

### WHY YOUR HARMONY IS UNIQUE

*These Strengths Insights are personalized based on your CliftonStrengths results.*

By nature, you sometimes view your life more favorably when you can say, "I gave that project my best effort, and I am pleased about the things I did right."

Instinctively, you are more comfortable sticking to tried and true methods that work well. You may react to new situations by consulting others who have more expertise. If they are not available, you likely prefer a less active role.

Chances are good that you are happy when your work with others results in flawless outcomes, and you probably enjoy the feeling of cooperation that comes from a job well done.

Driven by your talents, you now and then create an environment where people can speak and be heard without interruption. Your ability to help certain individuals feel valued and respected may explain why some of them describe you as congenial, helpful, friendly, or nice.

Because of your strengths, you occasionally collect bits and pieces of information. At the time, the value of this material may not be apparent. In specific cases, you have found it useful to turn to some specialists for help. Perhaps these individuals can provide you with enough direction so you can ask some questions, render a few decisions, or try to map courses of action without upsetting anyone in the process. You avoid angering certain people by consulting with them before doing anything.

### WHY YOU SUCCEED USING HARMONY

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

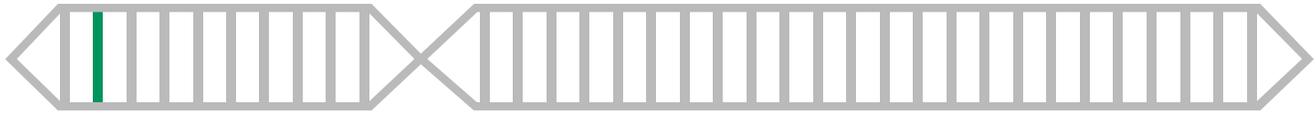
## **TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Help others find common ground through practical solutions.*

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

## **WATCH OUT FOR BLIND SPOTS**

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



## STRATEGIC THINKING

# 2. Strategic<sup>®</sup>

### 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.*

Chances are good that you sometimes delve into opportunities or situations to find clues for handling them. Piecing together patterns of cause and effect from past or current events sometimes allows you to propose alternate routes to a particular goal. Perhaps few things take you by surprise. Why? You might study several options or craft innovative solutions that short-circuit problems before they arise.

By nature, 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.

Driven by your talents, you might enjoy a group problem-solving technique that involves the spontaneous contribution of ideas from all participants. When you have acquired specialized skills or possess specific knowledge, perhaps you can suggest alternative solutions for certain issues. Now and then, your expertise excites your own or others' imaginations. Maybe this occurs when you are encouraged to think what will be possible weeks, months, or even years from today.

Because of your strengths, you may be a self-reliant person who needs time alone to think or work. You periodically generate innovative ideas and propose systematic programs of action. Perhaps you can identify certain recurring configurations in the behavior of people, the functioning of processes, or the emergence of potential problems.

Instinctively, you might notice that the right word enters your mind exactly when you need it. Perhaps your comfort with language makes the oral or written exchange of ideas or feelings almost effortless.

## 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.

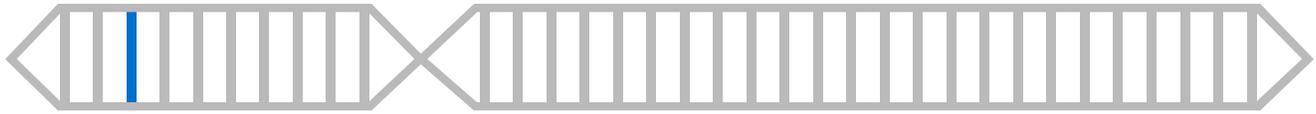
## TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

*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.



## RELATIONSHIP BUILDING

# 3. Relator<sup>®</sup>

### HOW YOU CAN THRIVE

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

### WHY YOUR RELATOR IS UNIQUE

*These Strengths Insights are personalized based on your CliftonStrengths results.*

It's very likely that you may enjoy helping people by performing tasks they dislike or do not have time to complete. Perhaps this is one way you keep yourself busy and make their lives less burdensome.

Chances are good that you might be content with your results when you can honestly say you are producing as much as you can. Perhaps you maintain an optimistic outlook on life regardless of the value some people place on your results.

Because of your strengths, you are not typically the life of the party. While some people love large and noisy, you usually prefer small and intimate.

Driven by your talents, you are elated when others eagerly greet you. Knowing you are liked probably makes it easier to handle life's challenges. Perhaps you realize personal wealth is a poor substitute for having certain people include you in their circle of acquaintances, family, or friends.

By nature, you might differentiate good times with others from favorite times with your closest friends. While interacting with people can be fun for you, being with your good friends is often unforgettable.

### WHY YOU SUCCEED USING RELATOR

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

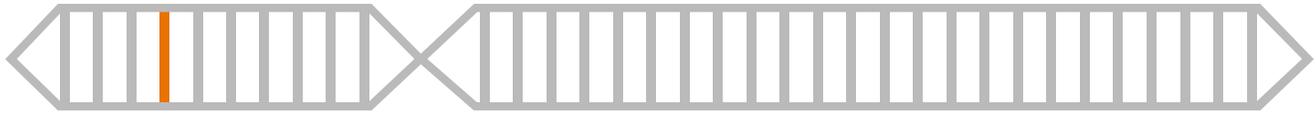
## **TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

- Try to get one-on-one time with people, rather than attempting to connect with them in a group. This will help you build the deeper and trusting relationships you value most.
- Stay in contact with your friends, no matter how busy you are. Your closest relationships energize you.
- Make sure people know that you are more interested in their character and personality than in their status or job title. You might serve as a model for others.
- Let your caring show. For example, find someone to mentor, help your coworkers get to know one another better or deepen your existing relationships.
- Look for workplaces, classes, teams or groups that encourage friendships. You prefer a casual style and culture and will likely not do well in overly formal situations.

## **WATCH OUT FOR BLIND SPOTS**

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



## INFLUENCING

# 4. Activator®

### HOW YOU CAN THRIVE

You can make things happen by turning thoughts into action. You want to do things now, rather than simply talk about them.

### WHY YOUR ACTIVATOR IS UNIQUE

*These Strengths Insights are personalized based on your CliftonStrengths results.*

Because of your strengths, you sometimes set up rivalries between yourself and others. Perhaps your take-charge style allows you to create opportunities where you can vie for the top prize or championship title.

It's very likely that you may often wonder, "Why is this taking so long?" You may prefer to get started instead of waiting for something or someone to control the tempo of the day.

Driven by your talents, you periodically stir people's emotions by motivating them to take action. Discovering what makes each individual unique might be one of the ways you galvanize — that is, stimulate — groups or energize people.

By nature, you are usually the excited voice in the room. You can press for quick decision-making so that the next logical step is action.

Chances are good that you occasionally enhance the quality of your own life by helping people who might benefit from your knowledge, experiences, or talents. Sometimes your optimistic attitude inspires individuals to support others the way you support them.

### WHY YOU SUCCEED USING ACTIVATOR

You are a catalyst. You naturally know how to turn ideas into action, and you make things happen. Your energy can be contagious and engaging.

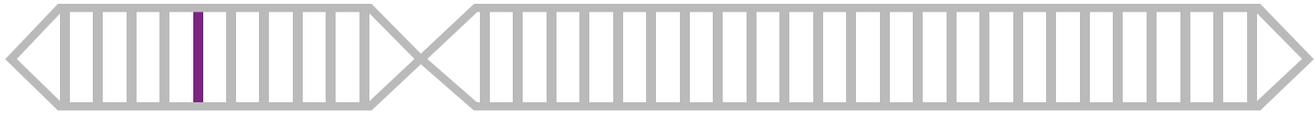
## **TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Be the catalyst. When others are stuck, make a decision and get going.*

- Record your insights or revelations when you have them so you can act on them later.
- Take responsibility for your intensity. Your drive to make things happen can be the push that people and groups need to move from discussion to action.
- Put yourself in situations where you can make things happen. Your energy and tempo will engage you and the people you work with.
- Take on the role of asking for action items in meetings. Be the one who forces the group to commit to next steps before the meeting is over.
- Find work that allows you to make your own decisions and act on them. In particular, look for startup or turnaround opportunities.

## **WATCH OUT FOR BLIND SPOTS**

- Sometimes you might charge ahead and act without a solid plan. Before making a major decision, think about challenging yourself to consider alternatives and weigh options first.
- The force of your urging people to take action might make them feel overwhelmed and pressured to act before they are comfortable. Remember that others may not feel that same urgency, and some people will need more time to think before they act.



## EXECUTING

# 5. Achiever<sup>®</sup>

### HOW YOU CAN THRIVE

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

### WHY YOUR ACHIEVER IS UNIQUE

*These Strengths Insights are personalized based on your CliftonStrengths results.*

Driven by your talents, you may work hard to acknowledge the presence of certain people at formal gatherings or routine events. Perhaps your friendly greeting, simple note, congratulatory comment, or casual chitchat makes the day a bit brighter for some individuals.

Instinctively, you now and then create daily rituals or repetitious patterns of behavior to make progress. Perhaps these familiar procedures allow you to sequence the steps of certain projects, programs, or processes. Maybe you want to do some things in an orderly or efficient manner.

Because of your strengths, you are sometimes quite industrious. You might work diligently to produce good outcomes. Perhaps you are motivated by a desire for personal or professional advancement.

Chances are good that you might be a real stickler for completing work on schedule. Perhaps you dislike turning in assignments late or arriving at meetings after they have started.

It's very likely that you now and then push yourself when the situation demands you work diligently.

### 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.

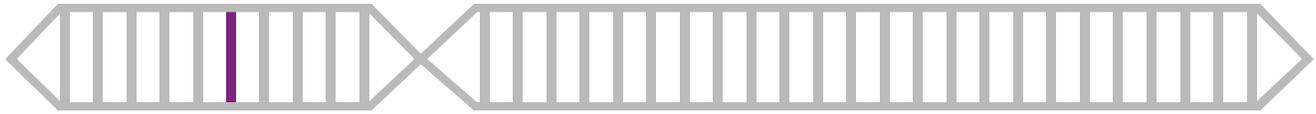
## **TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*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.
- Be sure to take regular breaks, even though you might be naturally equipped to work harder and longer than others.
- Make sure your to-do lists include tasks and responsibilities beyond work.

## **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.



## EXECUTING

# 6. Deliberative<sup>®</sup>

### 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.

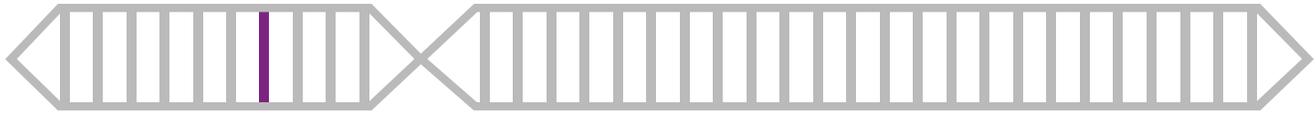
### TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

*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.



## EXECUTING

# 7. Responsibility<sup>®</sup>

### 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.

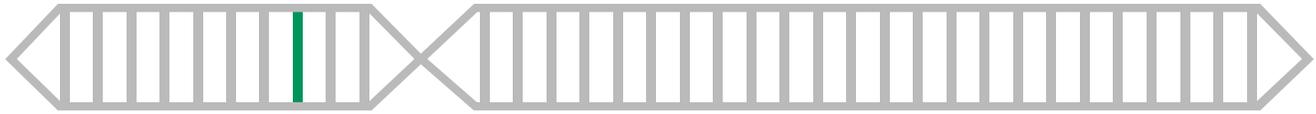
### TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

*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.



## STRATEGIC THINKING

# 8. Analytical<sup>®</sup>

### 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.

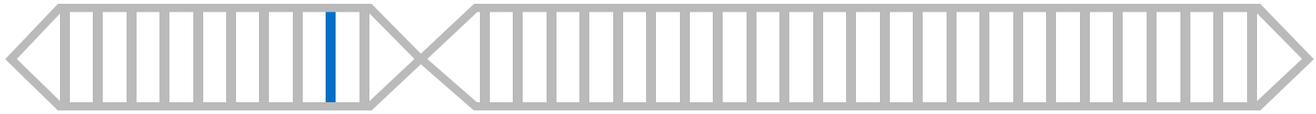
### TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

*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.



## 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.

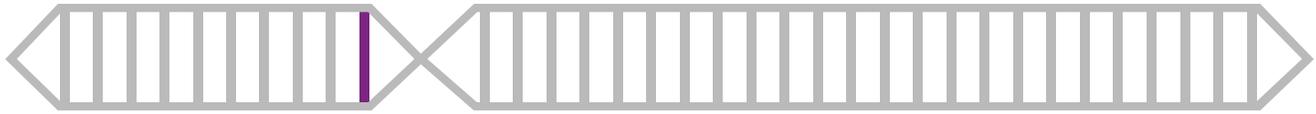
### TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

*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.



## EXECUTING

# 10. Focus<sup>®</sup>

### 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

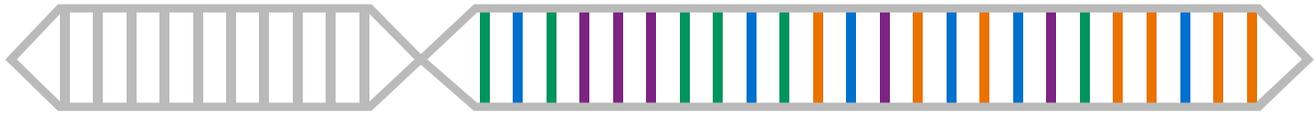
*Set specific goals with timelines to motivate yourself.*

- 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.

# Navigate the Rest of Your CliftonStrengths®



- 11. Context
- 12. Adaptability
- 13. Ideation
- 14. Arranger
- 15. Restorative
- 16. Belief
- 17. Learner
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- 30. Competition
- 31. Maximizer
- 32. Includer
- 33. Woo
- 34. Communication

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

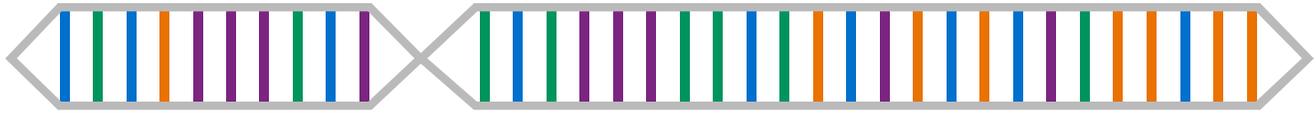
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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. Harmony
- 2. Strategic
- 3. Relator
- 4. Activator
- 5. Achiever
- 6. Deliberative
- 7. Responsibility
- 8. Analytical
- 9. Positivity
- 10. Focus
- 11. Context
- 12. Adaptability
- 13. Ideation
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- 23. Consistency
- 24. Self-Assurance
- 25. Individualization
- 26. Significance
- 27. Connectedness
- 28. Discipline
- 29. Intellection
- 30. Competition
- 31. Maximizer
- 32. Includer
- 33. Woo
- 34. Communication

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

### Harmony<sup>®</sup>

Help others find common ground through practical solutions.

### Strategic<sup>®</sup>

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

### Relator<sup>®</sup>

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

### Activator<sup>®</sup>

Be the catalyst. When others are stuck, make a decision and get going.

### Achiever<sup>®</sup>

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

### Deliberative<sup>®</sup>

Stop, listen and assess before taking action.

### Responsibility<sup>®</sup>

Take ownership for the things that matter most to you.

### Analytical<sup>®</sup>

Use your logical, objective approach to make important decisions.

### Positivity<sup>®</sup>

Help others see the humor and positive side of life.

### Focus<sup>®</sup>

Set specific goals with timelines to motivate yourself.

# Your CliftonStrengths® 34 Theme Sequence

## 1. Harmony®

### RELATIONSHIP BUILDING

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

## 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. 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.

## 4. 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.

## 5. 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.

## 6. 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.

## 7. 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.

## 8. 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.

## 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. 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.

## 11. Context®

### STRATEGIC THINKING

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

## 12. 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.

### 13. Ideation\*

#### STRATEGIC THINKING

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

### 14. 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.

### 15. 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.

### 16. 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.

### 17. 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.

### 18. 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.

### 19. Empathy\*

#### RELATIONSHIP BUILDING

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

### 20. 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.

### 21. Command\*

#### INFLUENCING

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

### 22. 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.

### 23. 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.

### 24. 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.

### 25. 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.

### 26. Significance\*

#### INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

### 27. 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.

## 28. Discipline\*

### EXECUTING

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

## 29. Intellection\*

### STRATEGIC THINKING

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

## 30. 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.

## 31. 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.

## 32. 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.

## 33. Woo\*

### INFLUENCING

People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

## 34. 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.

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