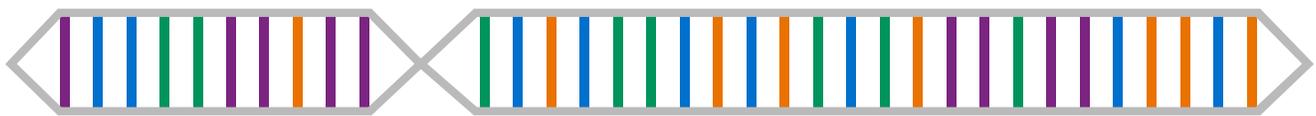


Your CliftonStrengths® 34 Results

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. **Restorative**
- 2. **Empathy**
- 3. **Relator**
- 4. **Ideation**
- 5. **Analytical**
- 6. Belief
- 7. Responsibility
- 8. Maximizer
- 9. Achiever
- 10. Consistency

NAVIGATE

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

You lead with **Executing** CliftonStrengths themes.

EXECUTING themes help you make things happen.

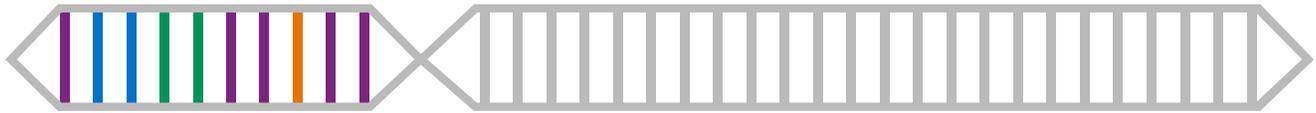
INFLUENCING themes help you take charge, speak up and make sure others are heard.

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. **Restorative**
- 2. **Empathy**
- 3. **Relator**
- 4. **Ideation**
- 5. **Analytical**
- 6. Belief
- 7. Responsibility
- 8. Maximizer
- 9. Achiever
- 10. Consistency

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.

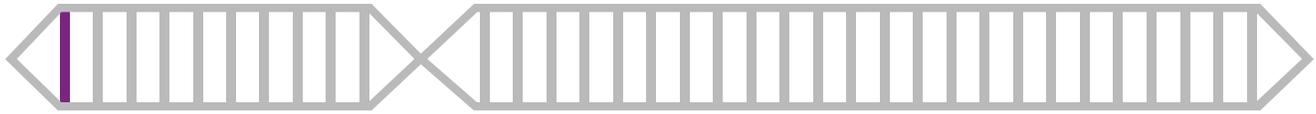
Start with your top five.

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.

**EXECUTING**

1. Restorative™

HOW YOU CAN THRIVE

You are adept at dealing with problems. You are good at figuring out what is wrong and resolving it.

WHY YOUR RESTORATIVE IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Driven by your talents, you may feel the need to continuously upgrade yourself to stay on top. You are not likely to rest on your past accomplishments. Instead, you stay hungry by focusing on things you need to improve.

It's very likely that you may want others to see you as a sort of "help desk." A day without problems is often boring for you. You usually welcome it when people ask you for help with their problems because it gives you an opportunity to help them fix mistakes.

Chances are good that you sometimes implement self-improvement plans. Perhaps you take action when you detect a shortcoming that prevents you from reaching a personal or professional goal.

Because of your strengths, you might have little patience for excuses. You usually focus on solutions so you can move forward and do better next time.

Instinctively, you probably don't want to hear someone say, "It's OK — you'll figure it out" when a solution did not work. You are aware of the situation, and instead of reassurance, you would rather work hard to find the answer on your own.

WHY YOU SUCCEED USING RESTORATIVE

You love to solve problems. Your ability to analyze a situation, identify potential shortcomings and modify as needed makes you powerful in times of difficulty and crisis.

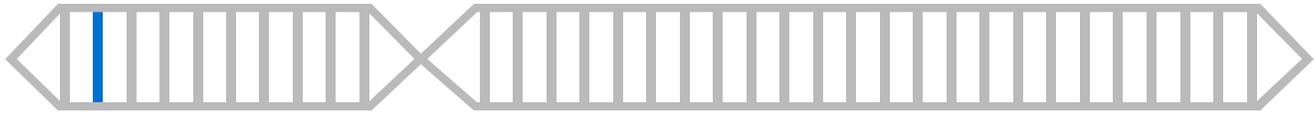
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Remember that every problem has a solution. Find the answers.

- Look for roles in which your success depends on your ability to solve problems. You might particularly enjoy medicine, consulting, computer programming or customer service.
- Seek out tough turnaround situations that others might avoid. You will enjoy the challenge of revitalizing something, and you will build your reputation as a valuable partner.
- Celebrate your successes. Difficult problems might entice you, but also acknowledge easy-to-solve issues that have big results.
- Tell others that you enjoy fixing problems, and offer to help. Many people shy away from difficulties, but problem-solving comes naturally to you.
- Give yourself a break. You might be overly self-critical and your own toughest critic. Try to redirect your energy toward things about yourself that you know you can fix or toward external, tangible problems.

WATCH OUT FOR BLIND SPOTS

- Others might think that all you see are their flaws and shortcomings. Remember that there are times when people need you to see their successes and give them praise.
- You tend to focus on processes, not people, and you might automatically rush to solve every problem. Sometimes others need to solve their own problems, so try to give people space to experiment and find their own solutions.

**RELATIONSHIP BUILDING**

2. 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 may do whatever it takes to know someone on a personal level. Periodically the insights you gain help you bestow appropriate recognition on the individual. To some extent, you instinctively understand the level of attention or the amount of time the person needs from you to feel truly appreciated.

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

Chances are good that you occasionally tune in to the moods of specific people. You might have spent quality time together or shared some experiences. When you make a point of really knowing someone, it might be easy for you to accurately interpret the person's emotions in certain kinds of situations.

Because of your strengths, you may sense that certain people need your attention to feel valued or appreciated. Perhaps you derive some pleasure from making others feel special.

Driven by your talents, you might be prone to taking a common-sense approach in certain situations. Possibly you "name" the emotions you believe people are exhibiting. This practice might help you understand what to say or do in situations that demand diplomacy or understanding.

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.

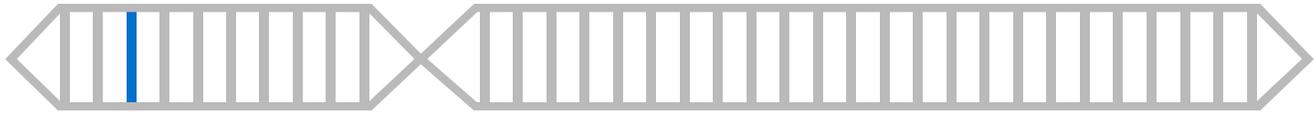
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**RELATIONSHIP BUILDING**

3. Relator®

HOW YOU CAN THRIVE

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

WHY YOUR RELATOR IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Chances are good that you are regarded as a hard worker and a doer. You derive a lot of satisfaction from tackling projects without anyone interfering with your plans or second-guessing how you do things.

By nature, you believe that to be genuine, relationships should have loyalty and trust. Your enduring friendships have survived because they are likely built on loyalty and trust over time, and for you, these traits are essential.

Instinctively, you are seldom interested in idle chit-chat. When gatherings are small, conversations are real. You prefer interactions that matter.

Because of your strengths, you feel upbeat and cheerful when you keep busy. Without question, you derive much satisfaction from producing tangible outcomes.

Driven by your talents, you typically do your best work when you can bring your expertise to an enterprise. You prefer activities that keep you busy from start to finish.

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.

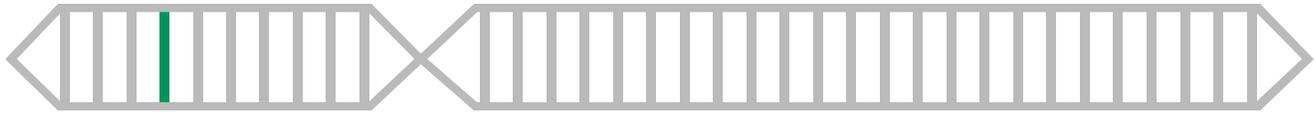
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**STRATEGIC THINKING**

4. Ideation®

HOW YOU CAN THRIVE

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

WHY YOUR IDEATION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Driven by your talents, you might handle whatever tasks come your way in the course of the day. Mind-numbing routines, processes, paperwork, or production lines sometimes bore you. On the other hand, you may thrive in environments where you must deal with unexpected requests, unanticipated problems, or changing priorities. Being somewhat flexible, you might enjoy creating solutions as needs arise. Perhaps you think a bit better and accomplish a bit more when your ability to respond to situations on a moment's notice is acknowledged, used, and appreciated.

By nature, you might acknowledge your ability to detect specific configurations in events, data, or people's behavior. Perhaps you identify trends or potential problems before anyone else notices them. Sometimes you help people examine the consequences of taking action or failing to take action.

Instinctively, you might be a bit selective about the historians with whom you collaborate. Perhaps you prefer to work with experts who look beyond the obvious. Sometimes you want to evaluate the details that caused armies to clash on a global scale.

Because of your strengths, you might enjoy assisting certain groups by sharing your innovative thoughts with them. Perhaps people rely on you to present more creative proposals or solutions than anyone else.

Chances are good that you may be delighted when you can generate new and innovative ideas for doing certain tasks or projects. Perhaps you lose enthusiasm or become bored when you are forced to follow standard operating procedures. Periodically you wonder if you are in the right job or course of study when your creativity is stifled. Maybe you are frustrated by people who conclude that your inventive suggestions are forms of criticism or insubordination — that is, refusal to submit to authority.

WHY YOU SUCCEED USING IDEATION

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

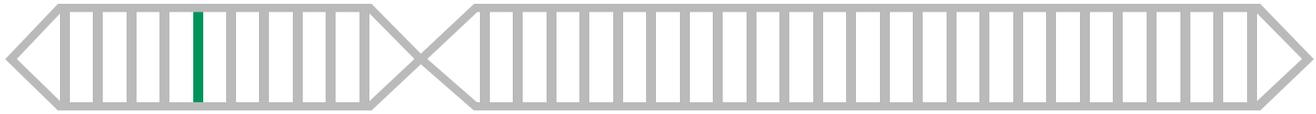
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Refine your creativity to inspire and energize yourself and others.

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

WATCH OUT FOR BLIND SPOTS

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

**STRATEGIC THINKING**

5. Analytical®

HOW YOU CAN THRIVE

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

WHY YOUR ANALYTICAL IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, you sometimes unravel how things function through your good reasoning. Perhaps you bring a certain degree of objectivity to your fact-finding. This may allow you to identify the basic pieces of a mechanism, program, process, regulation, or code. In addition, you might outline the sequence of steps or the placement of parts so things operate properly.

It's very likely that you might be unsentimental and realistic, especially when you must plan how to do something efficiently, reliably, or predictably time after time. Perhaps you streamline some of your daily, weekly, monthly, or annual chores. You may identify the steps needed to complete the task. You might study the requirements, overlooking no details. You might tend to concentrate on the basic facts. Maybe you avoid letting prejudice or favoritism cloud — that is, confuse — your judgment.

Because of your strengths, you periodically feel restless until you have collected enough insights to thoughtfully examine certain kinds of abstract concepts, theories, or ideas. This may be one reason why you are attracted to specific people. Perhaps they engage in intelligent conversations. Possibly they refrain from casual chit-chat or meaningless small talk.

Driven by your talents, you may have the resourcefulness needed to complete what you started or originally committed to doing. Perhaps your ability to reason through things helps you find ways around specific types of problems or obstacles.

Instinctively, you may figure out what sequence of events, decisions, problems, or factors created the current situation. You repeatedly find reasonable explanations for how and why things turned out the way they did.

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.

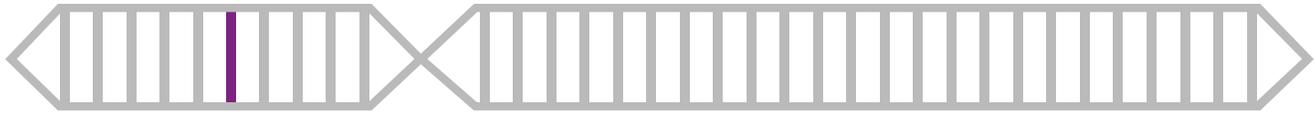
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.
- Choose assignments or work that allows you to analyze data, find patterns or organize ideas.
- Develop your Analytical talents by sharing your ideas with other analytical minds who specialize in your area.

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.

**EXECUTING**

6. 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.

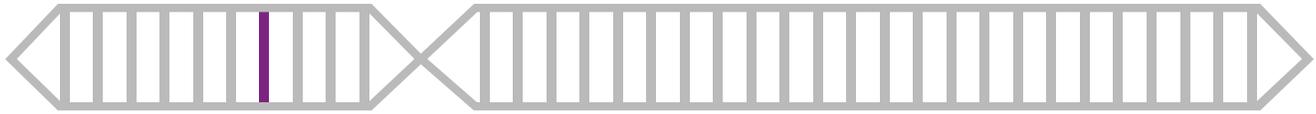
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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**

7. 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.

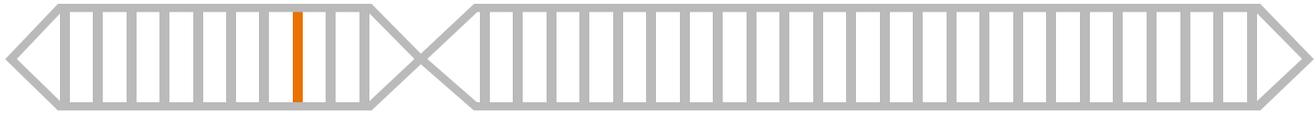
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**INFLUENCING**

8. 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 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.

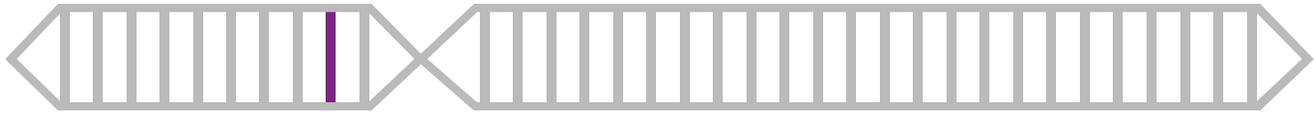
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

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.

**EXECUTING**

9. 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.

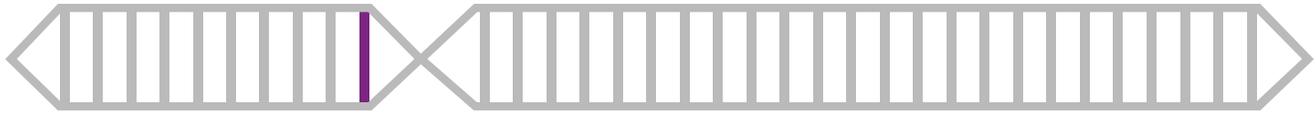
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**EXECUTING**

10. Consistency®

HOW YOU CAN THRIVE

You are keenly aware of the need to treat people the same. You crave stable routines and clear rules and procedures that everyone can follow.

WHY YOU SUCCEED USING CONSISTENCY

You can easily and quickly make judgments and create systems that are fair to everyone. As a result, others know what to expect from you.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

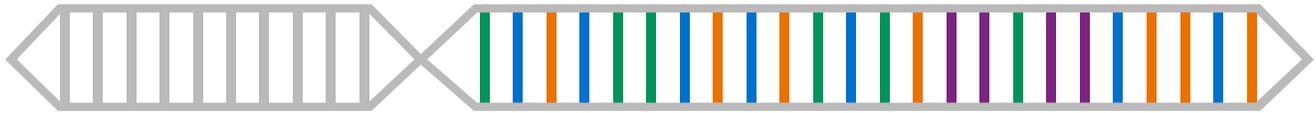
Create fair systems to establish and build trust.

- Look for opportunities at work or in your community to help disadvantaged people get the platform they need to show their true potential. Your talent to quickly and easily make judgments that are fair to everyone helps ensure equality.
- Always stand up for what you believe, even in the face of strong resistance. Others will appreciate your commitment to consistency between what you promise and what you deliver.
- Create simple rules and boundaries that help people know what is expected and how they need to operate in ambiguous situations. Your talent for making things fair and equal creates stability and clarity.

WATCH OUT FOR BLIND SPOTS

- You are so committed to treating each person the same that you might forget that no two people are alike. Remember that different things motivate different people, and everyone has their own way of thinking and relating to others.
- You may see yourself as a guardian of what is right and a champion against special treatment. Realize that others may reject you for assuming that responsibility and will want to bend the rules for the greater good.

Navigate the Rest of Your CliftonStrengths®



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

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

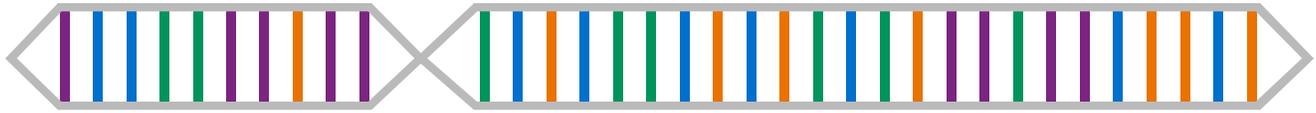
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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. Restorative
- 2. Empathy
- 3. Relator
- 4. Ideation
- 5. Analytical
- 6. Belief
- 7. Responsibility
- 8. Maximizer
- 9. Achiever
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- 11. Context
- 12. Adaptability
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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 **Executing** CliftonStrengths® themes.

You know how to “catch” an idea and make it a reality.



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

Restorative™

Remember that every problem has a solution. Find the answers.

Empathy®

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

Relator®

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

Ideation®

Refine your creativity to inspire and energize yourself and others.

Analytical®

Use your logical, objective approach to make important decisions.

Belief™

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

Responsibility®

Take ownership for the things that matter most to you.

Maximizer®

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

Achiever®

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

Consistency®

Create fair systems to establish and build trust.

Your CliftonStrengths® 34 Theme Sequence

1. 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.

2. Empathy®

RELATIONSHIP BUILDING

People exceptionally talented in the Empathy theme have an instinctive ability to understand people. They feel others' emotions as if they were their own.

3. Relator®

RELATIONSHIP BUILDING

People exceptionally talented in the Relator theme enjoy close relationships. They find deep satisfaction in working hard with friends to achieve a goal.

4. Ideation®

STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They see connections that others don't and can view the world from different perspectives.

5. 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.

6. Belief®

EXECUTING

People exceptionally talented in the Belief theme have certain core values that are unchanging. These values provide direction and a strong sense of purpose.

7. Responsibility®

EXECUTING

People exceptionally talented in the Responsibility theme take psychological ownership of their commitments. They are dependable and embrace values such as honesty and loyalty.

8. Maximizer®

INFLUENCING

People exceptionally talented in the Maximizer theme consistently ask, "How can we make this better?" They don't settle for "good enough," but push for excellence.

9. 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.

10. 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.

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 take things as they come and discover the future one day at a time.

13. Command®

INFLUENCING

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

14. 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 love when they see someone make progress.

15. 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.

16. Futuristic®

STRATEGIC THINKING

People exceptionally talented in the Futuristic theme vividly imagine the future. They inspire and energize others with their vision of what could be.

17. Harmony®

RELATIONSHIP BUILDING

People exceptionally talented in the Harmony theme look for consensus. They have no use for unnecessary friction and guide others toward practical solutions.

18. Self-Assurance®

INFLUENCING

People exceptionally talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They have an inner compass that gives them certainty in their decisions.

19. Includer®

RELATIONSHIP BUILDING

People exceptionally talented in the Includer theme accept others. They are instinctively aware of those who feel left out and make an effort to include them.

20. Woo®

INFLUENCING

People exceptionally talented in the Woo theme love meeting new people and winning them over. They enjoy socializing and making connections.

21. Strategic®

STRATEGIC THINKING

People exceptionally talented in the Strategic theme quickly spot patterns and issues that others miss. They generate alternative paths forward and choose the most effective one.

22. 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.

23. 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.

24. 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.

25. 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.

26. Arranger®

EXECUTING

People exceptionally talented in the Arranger theme are both organized and flexible. They enjoy figuring out how to align people and resources to get the best results.

27. Intellection®

STRATEGIC THINKING

People exceptionally talented in the Intellection theme enjoy deep thinking. They are introspective and appreciate intellectual discussions.

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. Deliberative®

EXECUTING

People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions. They anticipate risks and move forward cautiously.

30. Positivity®

RELATIONSHIP BUILDING

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are naturally upbeat and can energize others.

31. Significance®

INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize what will increase their influence on others or their organization.

32. Competition®

INFLUENCING

People exceptionally talented in the Competition theme measure their progress against the performance of others. They love contests and need to win.

33. Connectedness®

RELATIONSHIP BUILDING

People exceptionally talented in the Connectedness theme believe everything is linked and that there are few coincidences. For them, everything happens for a reason.

34. 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.

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