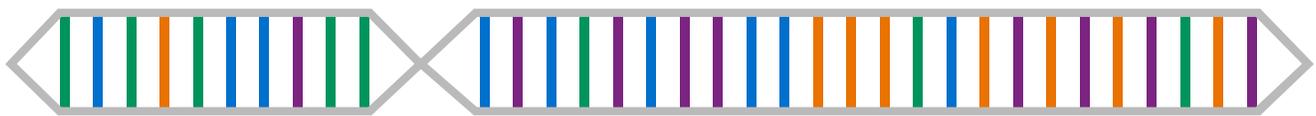


Your CliftonStrengths® 34 Results

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. **Strategic**
- 2. **Individualization**
- 3. **Learner**
- 4. **Communication**
- 5. **Ideation**
- 6. Developer
- 7. Positivity
- 8. Restorative
- 9. Context
- 10. Intellection

NAVIGATE

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

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

EXECUTING themes help you make things happen.

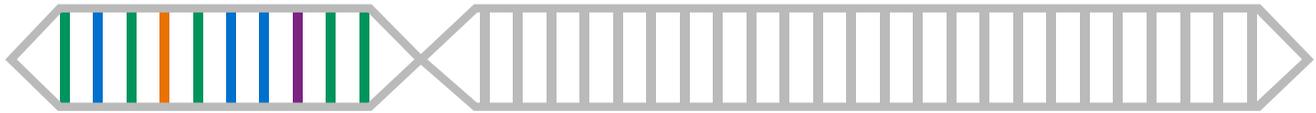
INFLUENCING themes help you take charge, speak up and make sure others are heard.

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. **Strategic**
- 2. **Individualization**
- 3. **Learner**
- 4. **Communication**
- 5. **Ideation**
- 6. Developer
- 7. Positivity
- 8. Restorative
- 9. Context
- 10. Intellection

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.

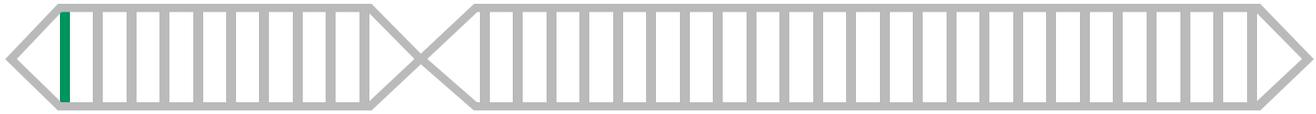
Start with your top five.

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. Strategic®

HOW YOU CAN THRIVE

You quickly spot patterns and issues that others miss. You generate alternative paths forward and choose the most effective one.

WHY YOUR STRATEGIC IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Because of your strengths, you sometimes detect curious configurations, emerging trends, or potential problems that other cannot foresee. Perhaps this gift draws you into conversations with people who think a lot about the future of their profession, the environment, the eradication of disease, conflict resolution, or economics.

Instinctively, you regularly look for patterns and ask yourself “what if” questions. You generally believe that a successful life requires preparation and strategic thinking.

Driven by your talents, you may see solutions before other people know there is a problem. You might start formulating answers before your teammates, coworkers, or classmates understand the question. Sometimes you generate numerous ideas before sorting to the one that makes the most sense in a particular situation.

Chances are good that you often take part in thought-filled conversations with your colleagues or classmates. Together, you sift through possibilities. You assess the pros and cons of each person’s innovative theories, suggestions, or proposals. During these verbal exchanges, ideas expand, narrow, and take on new forms. You thrive in settings where everyone feels safe thinking out loud.

By nature, you are known for your ease with language. This ability serves you well when you need to talk with newcomers or outsiders. Your vocabulary probably allows you to tell stories or express your ideas with great clarity.

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.

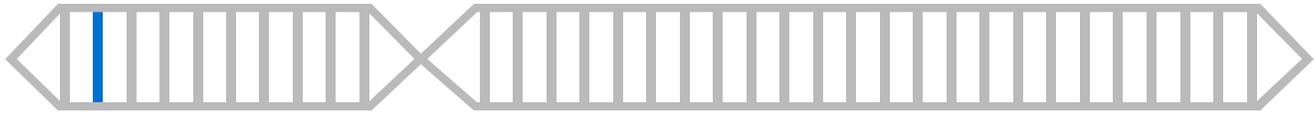
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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**

2. Individualization®

HOW YOU CAN THRIVE

You are intrigued with the unique qualities of each person. You have a gift for figuring out how different people can work together productively.

WHY YOUR INDIVIDUALIZATION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Because of your strengths, you declare your life is fine as long as you can recruit people for teams, task forces, study groups, community projects, or special activities.

Instinctively, you are a good partner for someone who struggles to decide what is most important. With your assistance, they can outline what to do first, second, third and so on. You probably help others narrow down their long lists of tasks and opportunities. Once priorities are finalized, you urge them to concentrate on only the targets that deserve full-time attention.

Driven by your talents, you are delighted to help people reach goals or realize dreams. Your investment of time probably allows people to accomplish exactly what they set out to do.

By nature, you might be the group member who relishes diversity. Perhaps you welcome certain individuals exactly as they are. Maybe it is a bit easier to assign tasks or distribute limited resources when most people know what they do and do not have in common.

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

WHY YOU SUCCEED USING INDIVIDUALIZATION

You notice and appreciate each person's unique characteristics, and you don't treat everyone the same. Because you can see what makes each individual unique, you know how to bring out their best.

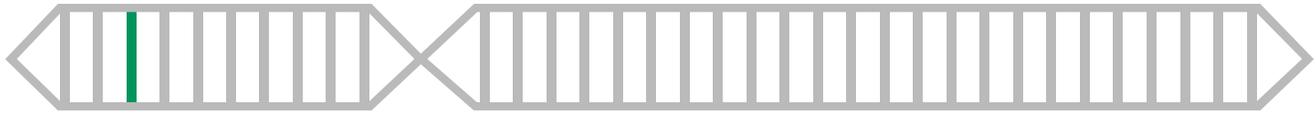
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Appreciate the uniqueness in each person you meet.

- Become an expert at describing your own strengths and style. What is the best praise you ever received? What is your best method for building relationships? How do you learn best?
- Ask your coworkers and friends these same questions. Help them create a future based on their strengths and what they do best.
- See the talents in others, and encourage them to follow their dreams. Help individuals understand and maximize the power of their talents.
- Study successful people to discover the uniqueness that made them successful.
- Help your coworkers and friends become more aware of each person's unique motivations and needs.

WATCH OUT FOR BLIND SPOTS

- You often know more about others than they know about you, and when people don't naturally show awareness of your likes, dislikes, motivations and needs, this may disappoint you. Recognize that you will need to share your preferences with people, and don't assume they will instinctively know.
- Your natural impulse is to put individual needs and goals ahead of what is best for the group. To prevent the appearance of favoritism and bias, acknowledge that sometimes you will need to adjust your style for the greater good.

**STRATEGIC THINKING**

3. Learner®

HOW YOU CAN THRIVE

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

WHY YOUR LEARNER IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, you may feel comfortable associating with some historians. Perhaps you are attracted to experts who rely on proven facts. You might prefer individuals who research particular events. You sometimes mull over what you have heard. You might develop your own theories, raise new questions, or write about your discoveries.

Instinctively, you may feel life is wonderful when you can channel your mental or physical energy into things that intrigue you. Perhaps your interest is piqued — that is, awakened or aroused — by certain activities, ideas, problems, opportunities, or people.

Chances are good that you may ignore distractions to concentrate on your assignments. Sometimes you keep reading, researching, experimenting, or writing until you know all you need to know about a particular subject. You might not rest until you have mastered certain concepts, committed important information to memory, or completed specific course requirements.

Because of your strengths, you occasionally take advantage of opportunities to acquire knowledge. Perhaps you carefully and methodically think through ideas you have acquired from reading, classes, seminars, or conversations. You may have little patience with individuals whose emotions cloud their judgment. You might distance yourself from people who refuse to expand their minds.

It's very likely that you probably started asking people questions as a child and continue to do so today. Others quickly notice you are genuinely interested in what they say. Your inquiries turn tense frowns into relaxed smiles. The warmth of your presence can transform a timid person into a talkative one. You intentionally offer compliments. Few things delight you as much as hearing a stranger say, "I really like you — and I've just met you!"

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.

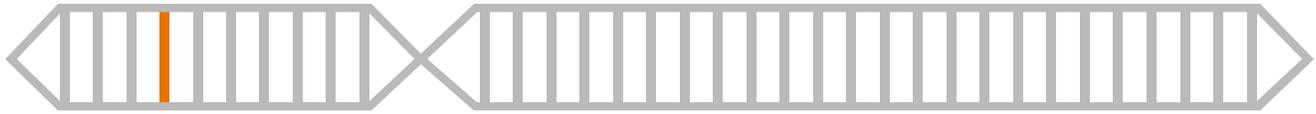
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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**

4. Communication®

HOW YOU CAN THRIVE

You generally find it easy to put your thoughts into words. You are a good conversationalist and presenter.

WHY YOUR COMMUNICATION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Instinctively, you may derive satisfaction from telling an amusing story or recreating an interesting event, even if it feels like hard work. When your listeners respond favorably, you might be eager to share another tale or two.

By nature, you rarely avoid telling people about yourself, your experiences, or even your shortcomings. You reflect on what you should do better, more completely, or more perfectly. You are comfortable admitting all sorts of things about yourself.

It's very likely that you are open and honest about who you are, what you have done, what you can do, and what you cannot do. Your straightforward explanations and stories help listeners see you as you see yourself. You reveal your strengths and limitations. You are forthright and plainspoken. People generally seek your company and want to work with you. Many are impelled to move into action by your words and examples.

Chances are good that you encounter few situations where you absolutely have nothing to say. You ordinarily gravitate to settings where you can draw newcomers or outsiders into interesting discussions or include them in small talk.

Driven by your talents, you readily initiate conversations. Your talkative nature compels you to say whatever is on your mind. You have an ability to talk informally and persuasively. You are completely at ease with an audience. Seldom do you find yourself speechless.

WHY YOU SUCCEED USING COMMUNICATION

You are good at capturing people's attention by what you say and how you say it. Your ability to find words for your own and others' thoughts and feelings highlights important messages and helps you make meaningful connections.

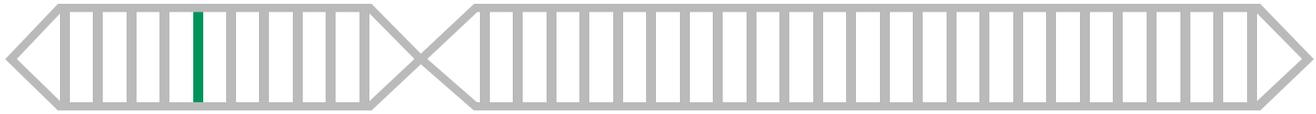
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Use your gift for stimulating conversation to connect with and inspire others.

- Monitor your audience. Carefully watch how they react to what you say and what engages them. Identify the words and phrases that caught their attention. Refine your upcoming presentations, conversations and speeches to focus on these highlights.
- Keep getting smarter about the words you use. They are a critical currency for you. Spend them wisely, and monitor their impact.
- Take your Communication talents to the level of strength by developing your knowledge and expertise in specific areas. You can be highly effective and influential when your message has substance.
- Keep your best stories top of mind, and practice telling them so you get better each time. You excel at capturing people's attention.
- Use your talents to build consensus among your peers. Get them talking, and help them put their ideas or feelings into words.

WATCH OUT FOR BLIND SPOTS

- Because you are naturally verbal and instinctively share your thoughts, you may not realize when you are monopolizing a discussion. Try to be mindful of when other people have something to say, and consider pausing so they can say it.
- Remember that your words are not always enough to motivate others. Take time to listen and pay attention to what others are saying — and not saying.

**STRATEGIC THINKING**

5. Ideation®

HOW YOU CAN THRIVE

You are fascinated by ideas. You see connections that others don't and can view the world from different perspectives.

WHY YOUR IDEATION IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Driven by your talents, you probably decide life is grand when you have more ideas to offer the group than anyone else. When you are excited about the details of an original thought, you are likely to insist people give you their undivided attention. Often your assertiveness surprises you as well as others.

Chances are good that you genuinely like to work on things by yourself. Whenever you can concentrate on your own tasks, assignments, or projects, you are likely to conceive original and innovative ways to approach your work or studies.

It's very likely that you usually have more innovative concepts to suggest to the group than your teammates. You use methodical reasoning to explain your proposals, theories, or plans. People are prone to take what you say quite seriously. In fact, your careful forethought as well as your spontaneous ideas have such importance that they often influence and impress others.

Because of your strengths, you might have a reputation for taking apart certain types of ideas, objects, processes, or data. Perhaps you examine how the individual parts function or link to one another.

By nature, you sometimes set out to be the best or to finish first. Maybe you examine the tiny yet critical rules governing a contest. Maybe you methodically outline the details you need to master when you hope to outperform your rivals. Perhaps this step-by-step approach gives you an advantage when your performance or results are being compared to those of your opponents.

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.

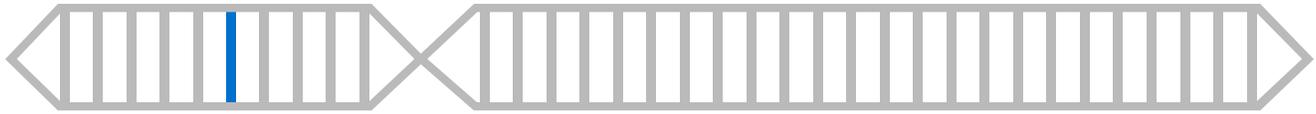
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**RELATIONSHIP BUILDING**

6. Developer®

HOW YOU CAN THRIVE

You recognize and cultivate the potential in others. You spot the signs of each small improvement and love when you see someone make progress.

WHY YOU SUCCEED USING DEVELOPER

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

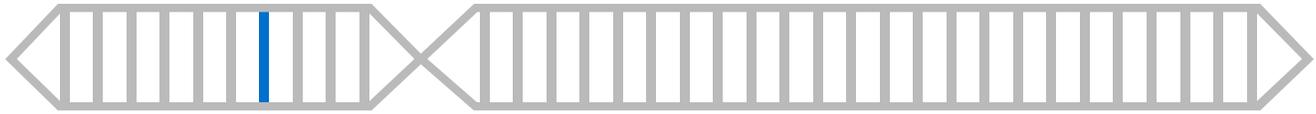
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Recognize and cultivate the potential in others.

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

WATCH OUT FOR BLIND SPOTS

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

**RELATIONSHIP BUILDING**

7. Positivity®

HOW YOU CAN THRIVE

You have contagious enthusiasm. You are naturally upbeat and can energize others.

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.

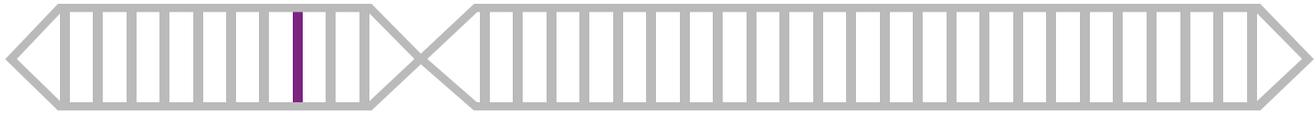
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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**

8. 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 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.

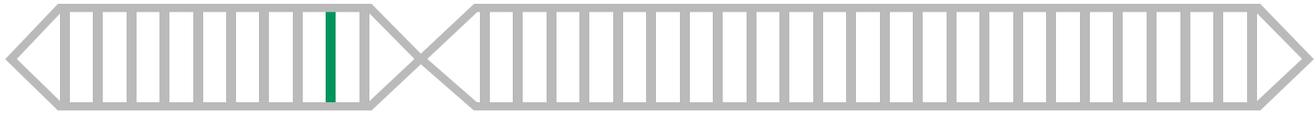
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

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.

**STRATEGIC THINKING**

9. Context®

HOW YOU CAN THRIVE

You enjoy thinking about the past. You understand the present by researching its history.

WHY YOU SUCCEED USING CONTEXT

You look to history to understand the present. Your distinctive ability to see the link between where you have been and where you are going is extremely valuable for planning and decision-making.

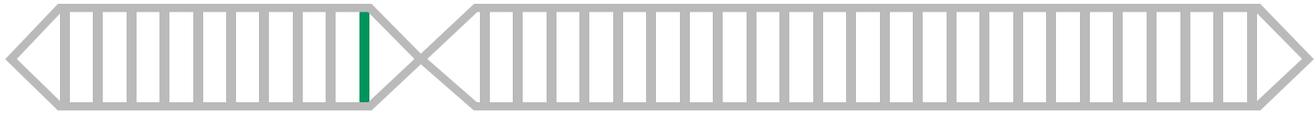
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Look to the past to build a better tomorrow.

- Help your school, team or organization strengthen its culture via folklore. For example, collect symbols and stories about the past, or suggest naming an award after someone you can memorialize for their contributions.
- Find a mentor who has lived in your community or worked in your organization for a long time. Listening to this person's experiences will likely spark your thought process and accelerate your learning.
- Study your past successes. Try to identify the specific actions or behaviors that contributed to them so you can draw on them again.

WATCH OUT FOR BLIND SPOTS

- Some people might think that you live in the past and are resistant to change. Consider explaining the value of understanding history and what has — and has not — worked in the past, but keep an open mind when new situations arise.
- You are often fascinated by history and the lessons it reveals, but others may find this information boring or overwhelming. Keep this in mind as you share your perspectives, and look for signs that you've lost people's attention or interest.

**STRATEGIC THINKING**

10. Intellection®

HOW YOU CAN THRIVE

You enjoy deep thinking. You are introspective and appreciate intellectual discussions.

WHY YOU SUCCEED USING INTELLECTION

You love to think, muse and reflect. Your powerful mental processing and intellectual activity empower you to clarify and explain, regardless of the topic or situation.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

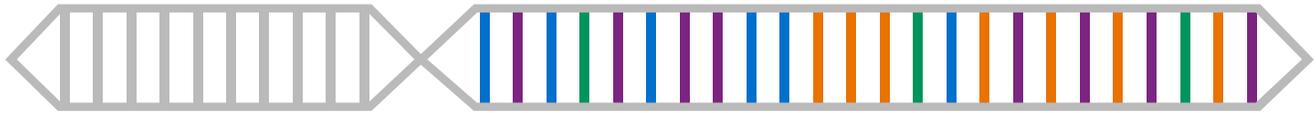
Think deeply. Think often.

- Set aside a few minutes every day to collect your thoughts. This reflection time will energize you, and your thinking will become sharper and more effective.
- Get involved in big projects or initiatives in the early stages, before the action begins. You have the ability to follow a trail to see where it leads, and your insights enable projects to move forward intelligently and without backtracking.
- Take time to write. Writing might be the best way to crystallize and integrate your thoughts. Make a list of your best ideas, and refer to it often. Revisiting your thoughts can give you valuable insights.

WATCH OUT FOR BLIND SPOTS

- Because you are comfortable with silence and solitude, others might view you as isolated, disinterested or disengaged. Be prepared to tell them that solitary thinking is just your natural process and not necessarily a reflection of how much you care.
- Some people might think you create needless complexity during discussions and may want you to make decisions faster than you do. Consider tailoring your approach; sometimes it's better to keep it simple and go more in depth later.

Navigate the Rest of Your CliftonStrengths®



- 11. Connectedness
- 12. Arranger
- 13. Adaptability
- 14. Input
- 15. Achiever
- 16. Relator
- 17. Responsibility
- 18. Belief
- 19. Harmony
- 20. Empathy
- 21. Woo
- 22. Activator
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- 27. Consistency
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- 32. Futuristic
- 33. Maximizer
- 34. Deliberative

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

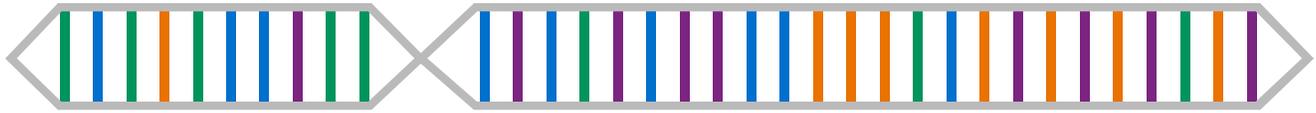
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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

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

Strategic®

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

Individualization®

Appreciate the uniqueness in each person you meet.

Learner®

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

Communication®

Use your gift for stimulating conversation to connect with and inspire others.

Ideation®

Refine your creativity to inspire and energize yourself and others.

Developer®

Recognize and cultivate the potential in others.

Positivity®

Help others see the humor and positive side of life.

Restorative™

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

Context®

Look to the past to build a better tomorrow.

Intellection®

Think deeply. Think often.

Your CliftonStrengths® 34 Theme Sequence

1. 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.

2. 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.

3. Learner®

STRATEGIC THINKING

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

4. 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.

5. 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.

6. Developer®

RELATIONSHIP BUILDING

People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and love when they see someone make progress.

7. Positivity®

RELATIONSHIP BUILDING

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

8. 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.

9. Context®

STRATEGIC THINKING

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

10. Intellection®

STRATEGIC THINKING

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

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. 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.

18. 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.

19. 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.

20. 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.

21. Woo®

INFLUENCING

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

22. 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.

23. 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.

24. 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.

25. 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.

26. Competition®

INFLUENCING

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

27. Consistency®

EXECUTING

People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

28. 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.

29. 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.

30. Command®

INFLUENCING

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

31. Discipline®

EXECUTING

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

32. 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.

33. 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.

34. 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.

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