

Your CliftonStrengths 34 Results

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

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

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



STRENGTHEN

1. **Learner**
2. **Strategic**
3. **Individualization**
4. **Empathy**
5. **Relator**
6. Activator
7. Developer
8. Futuristic
9. Intellection
10. Responsibility

NAVIGATE

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

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

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

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

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

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

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

Unleash Your Infinite Potential: Your Strongest CliftonStrengths



- 1. **Learner**
- 2. **Strategic**
- 3. **Individualization**
- 4. **Empathy**
- 5. **Relator**
- 6. Activator
- 7. Developer
- 8. Futuristic
- 9. Intellection
- 10. Responsibility

The CliftonStrengths at the top of your profile are the most powerful.

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

Develop these CliftonStrengths to maximize your potential

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

Start with your top five.

They are your most powerful natural talents.

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

Then focus on your CliftonStrengths 6-10.

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

**STRATEGIC THINKING**

1. Learner

HOW YOU CAN THRIVE

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

WHY YOUR LEARNER IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

Because of your strengths, you yearn to know a lot. It makes little sense to you to skim through a book and read only the highlights. You delve more deeply into intriguing subjects than most people do. You love to gather all kinds of information. This explains why you take time to grasp ideas that appear in print.

Driven by your talents, you adore being surrounded by bright, young minds. You want to invest in the future of these individuals by educating and training them. Your enthusiasm for acquiring knowledge and skills is likely to motivate these people.

Chances are good that you are drawn to the process of gaining knowledge and skills. You long to build on what you already know. You yearn to improve on what you already can do. When you meet people who value education as much as you do, you are eager to hear about their personal or professional ambitions, intentions, or goals. Understanding what others aim to accomplish in the coming weeks, months, or years can be the beginning of a practical partnership or an enduring friendship.

Instinctively, you take pains to uncover how and why things happen as they do. You share your discoveries with partners, teammates, and friends. You typically streamline your explanations. You cover only the essential facts. Most individuals can easily grasp what you say. Listeners probably appreciate you giving them less detail so they can understand the main points.

By nature, you yearn to be inspired by your work. You want experience to be your teacher. You need to feel enthused by your work or studies. You constantly acquire knowledge and skills. Whenever you study facts, ponder concepts, test theories, or sharpen your skills, you feel most alive. You are inclined to avoid people and situations that prevent you from expanding your mind.

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.

**STRATEGIC THINKING**

2. Strategic

HOW YOU CAN THRIVE

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

WHY YOUR STRATEGIC IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

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

Because of your strengths, you can reconfigure factual information or data in ways that reveal trends, raise issues, identify opportunities, or offer solutions. You bring an added dimension to discussions. You make sense out of seemingly unrelated information. You are likely to generate multiple action plans before you choose the best one.

It's very likely that you may be known for your ease with language. Perhaps this ability serves you well when you need to talk with newcomers or outsiders. Your vocabulary might allow you to tell stories or express your ideas with clarity.

Chances are good that you occasionally demonstrate an ease with language. Sometimes you effortlessly verbalize your thoughts. You might delight in the opportunity to share your insights. Maybe you derive exceptional pleasure from actively participating in conversations as long as group members propose ideas, seek solutions, or debate issues.

Driven by your talents, you pay close attention to what is going on around you. You listen. You quiz people. You read. You probably take notes on key points. As you accumulate lots of information, you disregard what is unrelated, and pay heed to what is really important. The more you reflect on what you know, the more problems begin to reveal themselves, and eventually solutions start taking shape in your mind. Finally, given the situation, you select the best plan from your list of options.

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. 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 personalized Strengths Insights are specific to your CliftonStrengths results.

It's very likely that you often marvel at your ability to sense the feelings and perspectives of other people. You feel very good about yourself and life in general when you put aside your opinions, biases, or preferences. Your satisfaction probably comes from figuring out why someone behaves, feels, or thinks differently than you do.

By nature, you normally feel much more upbeat about life when you unravel the mysteries of a person's talents, motivations, ambitions, fears, shortcomings, work style, thinking processes, or academic preferences.

Because of your strengths, you embrace a wide array of people. You honor their differences with ease. You identify specific things each one does quite well. These insights help you mix and match one person's talents, skills, and knowledge with those of others in the group. Ultimately, you position individuals in such a way that cooperation becomes the norm rather than the exception.

Driven by your talents, you enjoy working and studying with people whose backgrounds, cultures, talents, or experiences are quite different from one another. You usually are the one who determines how each individual can contribute to the group.

Chances are good that you have quick and ready insights into how each human being is unique and distinct from everyone else. Diversity intrigues you. You are apt to be open to individuals who possess talents, skills, and knowledge that vastly differ from your own.

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.

**RELATIONSHIP BUILDING**

4. Empathy

HOW YOU CAN THRIVE

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

WHY YOUR EMPATHY IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

It's very likely that you welcome diverse people in your life. Numerous individuals trust you. As a result, they often share with you their most confidential thoughts and feelings.

Instinctively, you routinely tune in to individuals' subtle and not-so-subtle yearnings to be cheered up, supported, and motivated. You have a knack for inspiring people. They sense that you are aware of their feelings, thoughts, and needs. They probably feel better about themselves when you are with them.

Because of your strengths, you might be prompted by a natural impulse to answer questions, deal with perplexing issues, or overcome obstacles. This need to do something arises from deep within yourself.

By nature, you frequently amuse people with stories, examples, or playful capers. Your style of delivery often distracts individuals from the mundane and numbing routines of their lives. Typically you know what to say and how to say it. Why? You are keenly aware of the full range of human emotions.

Driven by your talents, you usually are emotionally attuned to what is going on in your own and others' lives. You intentionally concentrate on what is good. You automatically search for the best in people, experiences, assignments, or situations. You strive to fill individuals with joy. Frequently you find ways to unburden them of their anxieties, frustrations, sadness, disappointments, fears, or anger.

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**

5. 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 personalized Strengths Insights are specific to your CliftonStrengths results.

Chances are good that you deconstruct tangled situations. You sort through facts to discover the inner workings of intricate processes, regulations, programs, or action plans. People rely on you to break complicated things into their basic parts. They trust you to present the information they need in an easy-to-understand manner.

Driven by your talents, you exercise good judgment and common sense when congratulating someone. Your comments tend to be sparing. They carry a great deal of weight, however. People generally value your praise. These individuals are apt to grow personally and professionally because you call attention to their moments of excellence. They understand that any recognition you give them is hard won.

By nature, you commonly feel good about life when you give yourself credit for reducing difficult-to-understand ideas, mechanisms, programs, or processes to their basic parts. You undoubtedly grasp the concept of "less is more" better than many people do.

Instinctively, you sometimes give your team everything you possibly can in terms of your talent, energy, knowledge, skills, and time. As a result, you might have little left to offer people outside the workplace or study group.

It's very likely that you fill your mind with new ideas by asking questions, reading, studying, observing, or listening. Normally, you accumulate facts, data, stories, examples, or background information from the people you meet. Determining what they want to accomplish in the coming weeks, months, or years generally satisfies your curiosity. These insights also allow you to understand why individuals behave the way they do in different situations.

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**

6. 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 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.

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.

**RELATIONSHIP BUILDING**

7. Developer

HOW YOU CAN THRIVE

You recognize and cultivate the potential in others. You spot the signs of each small improvement and derive satisfaction from evidence of progress.

WHY YOU SUCCEED USING DEVELOPER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Recognize and cultivate the potential in others.

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

WATCH OUT FOR BLIND SPOTS

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

**STRATEGIC THINKING**

8. Futuristic

HOW YOU CAN THRIVE

You are inspired by the future and what could be. You energize others with your visions of the future.

WHY YOU SUCCEED USING FUTURISTIC

You are a visionary. Your powerful anticipation and detailed visualization of a better future can turn aspirations into reality. Your vision of tomorrow can inspire and push others to new heights.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Share your visions of a better future.

- Use as much detail as possible when you describe what you see on the horizon. Not everyone can naturally fill in the gaps between the present and future like you can.
- Choose roles that allow you to contribute your ideas about the future. For example, you might excel in entrepreneurial or startup situations.
- Help those who are struggling imagine their future. You naturally foresee a better tomorrow, and that motivates you to overlook today's pain and problems.

WATCH OUT FOR BLIND SPOTS

- Because you live in the future, you may find it difficult to enjoy the present moment. While it will always be important for you to have things to look forward to, don't overlook opportunities to experience and appreciate where you are now.
- Some people may dismiss your visions because they can't see the future like you do. Accept that you must address real issues today to get to a better tomorrow.

**STRATEGIC THINKING**

9. Intellection

HOW YOU CAN THRIVE

You are characterized by your intellectual activity. 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.

**EXECUTING**

10. 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.

Navigate the Rest of Your CliftonStrengths



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

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

Your unique CliftonStrengths 34 profile

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

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

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

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

What Is a Weakness?



1. Learner
2. Strategic
3. Individualization
4. Empathy
5. Relator
6. Activator
7. Developer
8. Futuristic
9. Intellection
10. Responsibility
11. Self-Assurance
12. Communication
13. Ideation
14. Command
15. Arranger
16. Maximizer
17. Belief
18. Connectedness
19. Input
20. Achiever
21. Analytical
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Focusing on your CliftonStrengths doesn't mean you can ignore your weaknesses.

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

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

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

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

To identify potential weaknesses, ask yourself:

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

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

How do I manage my weaknesses?

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

Identify Your Unique Contribution: The CliftonStrengths Domains

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

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

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

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

The CliftonStrengths Domains

EXECUTING

People with dominant Executing themes make things happen.

INFLUENCING

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

RELATIONSHIP BUILDING

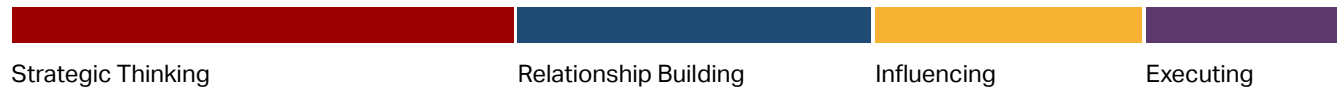
People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

STRATEGIC THINKING

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

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

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



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

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

Your CliftonStrengths by Domain

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

Take Action

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

Now, take the next steps:

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

HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

Learner

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

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.

Empathy

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

Relator

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

Activator

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

Developer

Recognize and cultivate the potential in others.

Futuristic

Share your visions of a better future.

Intellection

Think deeply. Think often.

Responsibility

Take ownership for the things that matter most to you.

Your CliftonStrengths 34 Theme Sequence

1. Learner

STRATEGIC THINKING

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

2. 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. 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.

4. Empathy

RELATIONSHIP BUILDING

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

5. 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.

6. 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.

7. 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.

8. 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.

9. Intellection

STRATEGIC THINKING

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

10. 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.

11. 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.

12. 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.

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. Command

INFLUENCING

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

15. 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.

16. 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.

17. 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.

18. 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.

19. 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.

20. 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.

21. Analytical

STRATEGIC THINKING

People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.

22. 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.

23. 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.

24. 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.

25. 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.

26. 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.

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. 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.

29. Context

STRATEGIC THINKING

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

30. Discipline

EXECUTING

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

31. 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.

32. Harmony

RELATIONSHIP BUILDING

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

33. 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.

34. 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.