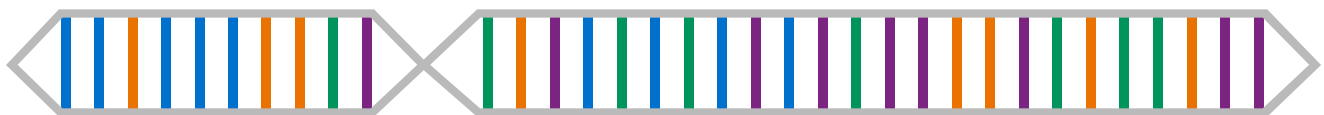


# Your CliftonStrengths 34 Results

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

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

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



## STRENGTHEN

- 1. **Harmony**
- 2. **Positivity**
- 3. **Maximizer**
- 4. **Developer**
- 5. **Connectedness**
- 6. Empathy
- 7. Woo
- 8. Communication
- 9. Input
- 10. Arranger

## NAVIGATE

- 11. Intellection
- 12. Activator
- 13. Consistency
- 14. Individualization
- 15. Futuristic
- 16. Adaptability
- 17. Learner
- 18. Relator
- 19. Discipline
- 20. Includer
- 21. Belief
- 22. Strategic
- 23. Responsibility
- 24. Focus
- 25. Significance
- 26. Self-Assurance
- 27. Achiever
- 28. Ideation
- 29. Command
- 30. Analytical
- 31. Context
- 32. Competition
- 33. Restorative
- 34. Deliberative

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

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

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

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

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

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

# Unleash Your Infinite Potential: Your Strongest CliftonStrengths



- 1. **Harmony**
- 2. **Positivity**
- 3. **Maximizer**
- 4. **Developer**
- 5. **Connectedness**
- 6. Empathy
- 7. Woo
- 8. Communication
- 9. Input
- 10. Arranger

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

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

## Develop these CliftonStrengths to maximize your potential

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

## Start with your top five.

They are your most powerful natural talents.

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

## Then focus on your CliftonStrengths 6-10.

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

**RELATIONSHIP BUILDING**

# 1. Harmony

**HOW YOU CAN THRIVE**

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

**WHY YOUR HARMONY IS UNIQUE**

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

Chances are good that you are likely to be the team member who is naturally congenial, pleasant, and accommodating. Many people appreciate your willingness to let them do things their way as well as state their views. Others value your ability to listen, gather facts, and/or find common ground when discussions become overly emotional. You probably help your teammates find ways to compromise without losing the respect of others or jeopardizing their status in the group.

By nature, you may notice that some people are more cooperative and agreeable when they do today's assignments today. Sometimes you point out that putting off tasks or chores is impractical. To some degree, it creates more work or stress for certain individuals the next day. Perhaps you realize that when people disappoint one another, tempers may flare and harsh words may be uttered. Simply doing whatever needs to be done right now might prevent discord — that is, an inability to get along with each other.

Instinctively, you are willing to work with your coworkers, classmates, teammates, family members, and friends. You realize everyone sees opportunities, problems, solutions, and events differently. While you have opinions, you refrain from imposing them on others. You are good-natured — that is, you have a pleasant, cheerful, and cooperative disposition.

It's very likely that you may appreciate brevity or concise speech. To some extent, an economy of words characterizes your interactions. Simplicity might be your hallmark. You might avoid displays of boastful self-importance. Maybe you are a bit more plainspoken. You value people who have common sense. You sometimes enjoy conversing with people who can quickly get to the point.

Because of your strengths, you may be delighted to simply rank among the topmost performers when comparisons are made or scores are kept. Knowing that others also have distinguished themselves may allow you to put your accomplishment in its proper perspective. You understand that you cannot win every contest, and now and then you even prefer to share honors with certain people. Maybe this is one way to avoid the conflicts or disagreements that might occur when only one individual is declared the winner.

### **WHY YOU SUCCEED USING HARMONY**

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

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

*Help others find common ground through practical solutions.*

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

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

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

**RELATIONSHIP BUILDING**

## 2. Positivity

**HOW YOU CAN THRIVE**

You have contagious enthusiasm. You are upbeat and can get others excited about what they are going to do.

**WHY YOUR POSITIVITY IS UNIQUE**

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

It's very likely that you may be a particularly easygoing and lighthearted person. Choosing to concentrate on what is right about people and situations may free you of the worries or fears that burden some individuals.

Because of your strengths, you characteristically are an unselfish person. You have an easy time welcoming many different kinds of individuals into your circle. Besides expressing your approval of others, you usually discover a reason to acknowledge and compliment them one by one. You probably notice contributions, successes, or signs of progress that many overlook. You applaud personal and professional growth. Simply put: You are not stingy when it comes to acknowledging what people do well.

Driven by your talents, you may be fascinated by news reports that promise to improve the quality of life for the entire human family. Perhaps this information makes you feel a bit more optimistic about the world's future.

Instinctively, you compliment and applaud the good work of your coworkers, teammates, or classmates. When you acknowledge their contributions and talents, many individuals probably favor you with their loyal friendship.

Chances are good that you sometimes check and recheck your own or others' work just to convince yourself it is correct. Perhaps you are careful putting your supplies in their proper places. When you can ensure accuracy, you might gain confidence about being able to produce specific outcomes. As long as you can confirm certain things are right, you might be a bit more cheerful, lively, and upbeat about life.

**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.
- Get involved in activities where you can inject drama, excitement and humor.
- Avoid negative people who bring you down. Instead, spend time with people who find the same humor in the world that you do. You will energize each other.

**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.

**INFLUENCING**

## 3. Maximizer

**HOW YOU CAN THRIVE**

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

**WHY YOUR MAXIMIZER IS UNIQUE**

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

It's very likely that you may invest time or energy in understanding how your talents contribute to your overall success and well-being. Perhaps you have discovered some effective ways to remind yourself about the things you do best.

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

Driven by your talents, you reject using a one-size-fits-all approach when attempting to influence people to take action. Instead, you discover each person's special talents, skills, knowledge, mission, likes, and dislikes. This information helps you personalize your words and deeds.

Chances are good that you customarily introduce yourself to newcomers or outsiders. Experience has taught you the importance of building a large network of acquaintances. These individuals often provide you with opportunities to use your talents at an optimal — that is, the most favorable or desirable — level. You probably accomplish more when you continually practice doing what you already do quite well.

Instinctively, you often accommodate the unique talents of people. Characteristically you accept human beings just as they are. You argue that excellent outcomes are produced by people who have ample opportunities each day to do what they do well.

**WHY YOU SUCCEED USING MAXIMIZER**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

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

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

**WATCH OUT FOR BLIND SPOTS**

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



**RELATIONSHIP BUILDING**

## 4. 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 YOUR DEVELOPER IS UNIQUE**

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

Because of your strengths, you derive much satisfaction from giving individuals credit for what they do really well. Your openhearted — that is, kind and generous — spirit probably permits you to praise all sorts of people. You are genuinely intrigued by the diverse qualities of human beings.

Driven by your talents, you occasionally inconvenience yourself to help someone else. Maybe the person's appreciation, smile, or words of thanks make you feel good about yourself and life in general. Perhaps you have a bit more energy for your own job or studies after you have done a good deed.

Instinctively, you spontaneously tune in to the emotions and needs of individuals. Your intuitive insights tell you when a person needs to be cheered up, offered support, or given approval. This special gift of yours helps people grow personally and professionally. It also frees them to feel good about themselves and what they can do.

It's very likely that you probably enjoy sharing your love of reading with children. You are likely to find age-appropriate stories to read to young people in your family, little ones you baby-sit, or students at day care centers or schools.

By nature, you sometimes throw yourself into your work even when you are personally inconvenienced. To some extent, you place the well-being of others above your own.

**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.
- Find roles in which your primary responsibilities include developing others. Teaching, coaching or managing might be especially satisfying for you.
- Boost your friends' and coworkers' confidence. You will naturally notice when they learn and grow, so share your specific observations with them to help them keep making progress.

**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**

## 5. Connectedness

**HOW YOU CAN THRIVE**

You have faith in the links among all things. You believe there are few coincidences and that almost every event has meaning.

**WHY YOUR CONNECTEDNESS IS UNIQUE**

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

Driven by your talents, you consider people more important than things. The value you place on humankind guides your decision-making. It also influences what you say and do as well as what you choose not to say and do.

By nature, you often are the one who helps people understand how they are linked across time, distance, race, ethnicity, religion, economic levels, languages, or cultures. You make it possible for individuals to work together. You aim to break down barriers that separate them.

It's very likely that you might be fascinated with certain ideas, policies, or philosophies that affect human beings around the world.

Instinctively, you assert — that is, declare and affirm — that every person comes into your life for a definite purpose. This explains why you launch into discussions or engage in small talk with people you are meeting for the first time. You really want to figure out why your paths in life have crossed.

Because of your strengths, you may convince certain people that a particular project or cause improves humankind's quality of life. Occasionally you persuade them of the importance of protecting the planet's resources for future generations. Perhaps you help people realize they can accomplish more good as a group than they can as individuals.

**WHY YOU SUCCEED USING CONNECTEDNESS**

You build bridges between people and groups. You help others find meaning by looking at the bigger picture of the world around them, and you give them a sense of comfort and stability in the face of uncertainty.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Help others see connections and purpose in everyday life.*

- Use your sense of connection to build the foundation for strong relationships. When you meet new people, ask them questions to find common ground and shared interests that you can use as a starting point.
- Consider roles in which you listen to and counsel others. You could become an expert at helping people see connections and purpose in everyday occurrences.
- Help those around you cope with unpredictable and unexplainable events. Your perspective will bring them comfort.
- Show your friends and coworkers how they are connected to those around them. Point out specific examples of how their actions directly and indirectly affect others.
- Help your teammates and colleagues better understand how their efforts fit into the bigger picture. When people see that what they are doing is important and part of something larger than themselves, they will be more committed to the goal, and your team will be stronger.

**WATCH OUT FOR BLIND SPOTS**

- You may react more calmly and passively to others' bad news, frustrations or concerns than they would like. Be aware that people sometimes need to vent and will want you to validate their feelings more than they want a philosophical response.
- Some may perceive you as naïve or idealistic because turmoil and upheaval likely trouble you. Remember that not everyone shares your connected view of humanity or believes that every negative event ultimately affects everyone.

**RELATIONSHIP BUILDING**

## 6. Empathy

**HOW YOU CAN THRIVE**

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

**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.

**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.

**INFLUENCING**

## 7. Woo

**HOW YOU CAN THRIVE**

You love the challenge of meeting new people and winning them over. You derive satisfaction from breaking the ice and making a connection with someone.

**WHY YOU SUCCEED USING WOO**

You have an exceptional ability to win others over. Because you energize social situations and naturally put strangers at ease, you help build networks by connecting people with each other.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Spend time every day interacting with people.*

- Build and maintain your network of acquaintances by checking in with each person at least once a month.
- Stay in touch with your peers in professional organizations to broaden your network and increase the number of resources you can contact for help.
- Use your natural charm to help put reserved people at ease in social situations.

**WATCH OUT FOR BLIND SPOTS**

- Others may view you as shallow and insincere because you connect with people quickly then move on. In social situations, when you are talking with someone and have the urge to go meet someone else, try to remember that some people may just be getting comfortable.
- You may have a tendency to reveal yourself and trust others too quickly. This may cause more reserved people to step back from a relationship. Be aware that people's personal comfort zones differ, and you will need to adjust your approach if you want to win people over.

**INFLUENCING**

## 8. Communication

**HOW YOU CAN THRIVE**

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

**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.

**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**

## 9. Input

**HOW YOU CAN THRIVE**

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

**WHY YOU SUCCEED USING INPUT**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Keep exploring; always be curious.*

- Find out more about areas you want to specialize in. Consider jobs or volunteer opportunities where you can acquire and share information every day, such as teaching, journalism or research work.
- Regularly read books and articles that motivate you. Increase your vocabulary by collecting new words and learning their meaning.
- Devise a system to store and easily locate information you have found so you can access it quickly. Use whatever approach works best for you — a file for articles you have saved, a database or spreadsheet, or a list of your favorite websites.

**WATCH OUT FOR BLIND SPOTS**

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



**EXECUTING**

# 10. Arranger

**HOW YOU CAN THRIVE**

You can organize, but you also have a flexibility that complements this ability. You like to determine how all of the pieces and resources can be arranged for maximum productivity.

**WHY YOU SUCCEED USING ARRANGER**

You have a natural ability to coordinate people and resources for maximum effectiveness. Your creative flexibility in complex situations leads to greater efficiency.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

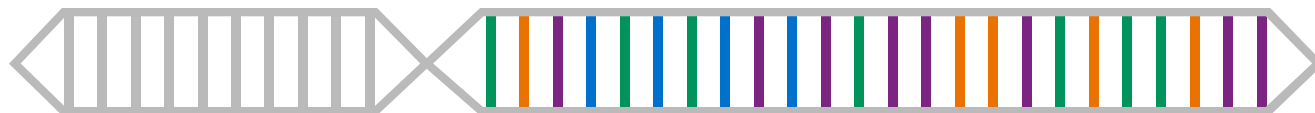
*Improve effectiveness and efficiency by reorganizing resources.*

- Volunteer your talent to organize. You enjoy being part of a team, and you can keep a group project moving toward its goal when you make suggestions for improving your work environment.
- Look for opportunities where you can multitask. Because of your expertise at juggling schedules and people, you will enjoy managing all the moving parts.
- Explain to others that your flexibility doesn't mean your priorities are constantly changing. You are simply looking for better ways to implement them.

**WATCH OUT FOR BLIND SPOTS**

- Your tendency to continually reorganize tasks, projects and people might confuse others. Take time to explain your approach and how it can work better.
- People with dominant Arranger talents tend to claim responsibility for and take personal ownership of projects, processes and people. Be aware that when you assume control without asking, you might irritate others or discourage them from taking responsibility.

# Navigate the Rest of Your CliftonStrengths



- 11. Intellection
- 12. Activator
- 13. Consistency
- 14. Individualization
- 15. Futuristic
- 16. Adaptability
- 17. Learner
- 18. Relator
- 19. Discipline
- 20. Includer
- 21. Belief
- 22. Strategic
- 23. Responsibility
- 24. Focus
- 25. Significance
- 26. Self-Assurance
- 27. Achiever
- 28. Ideation
- 29. Command
- 30. Analytical
- 31. Context
- 32. Competition
- 33. Restorative
- 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

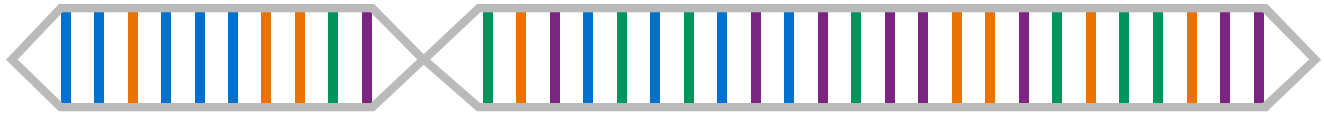
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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. Harmony
- 2. Positivity
- 3. Maximizer
- 4. Developer
- 5. Connectedness
- 6. Empathy
- 7. Woo
- 8. Communication
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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 **Relationship Building** CliftonStrengths themes.

You know how to build strong relationships that can hold a team together and make the team greater than the sum of its parts.



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

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

## Your CliftonStrengths by Domain

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

# Take Action

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

Now, take the next steps:

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

## HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

### Harmony

Help others find common ground through practical solutions.

### Positivity

Help others see the humor and positive side of life.

### Maximizer

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

### Developer

Recognize and cultivate the potential in others.

### Connectedness

Help others see connections and purpose in everyday life.

### Empathy

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

### Woo

Spend time every day interacting with people.

### Communication

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

### Input

Keep exploring; always be curious.

### Arranger

Improve effectiveness and efficiency by reorganizing resources.

# Your CliftonStrengths 34 Theme Sequence

## 1. Harmony

### RELATIONSHIP BUILDING

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

## 2. 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.

## 3. 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.

## 4. 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.

## 5. 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.

## 6. Empathy

### RELATIONSHIP BUILDING

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

## 7. 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.

## 8. 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.

## 9. 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.

## 10. 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.

## 11. Intellection

### STRATEGIC THINKING

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

## 12. 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.

## 13. 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.

## 14. 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.

## 15. 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.

## 16. 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.

## 17. Learner

### STRATEGIC THINKING

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

## 18. 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.

## 19. Discipline

### EXECUTING

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

## 20. 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.

## 21. 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.

## 22. 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.

## 23. 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.

## 24. 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.

## 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. 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.

## 27. 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.

## 28. Ideation

### STRATEGIC THINKING

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



## 29. Command

### INFLUENCING

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

## 30. 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.

## 31. Context

### STRATEGIC THINKING

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

## 32. 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.

## 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. 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.