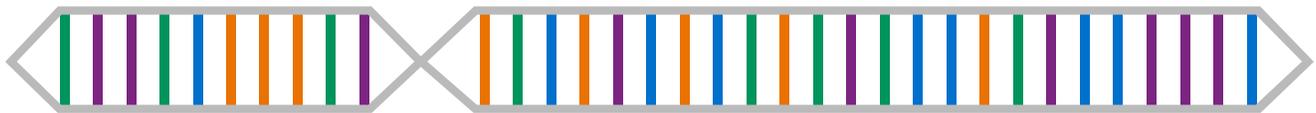


Your CliftonStrengths 34 Results

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. **Achiever**
- 3. **Arranger**
- 4. **Strategic**
- 5. **Individualization**
- 6. Self-Assurance
- 7. Activator
- 8. Maximizer
- 9. Intellection
- 10. Belief

NAVIGATE

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

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

EXECUTING themes help you make things happen.

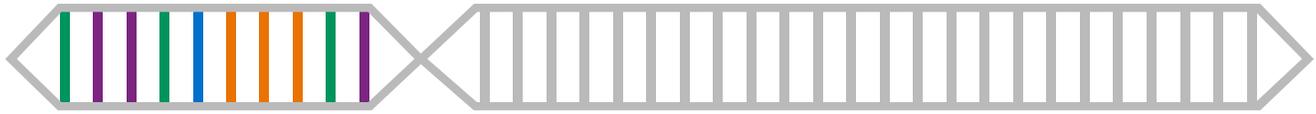
INFLUENCING themes help you take charge, speak up and make sure others are heard.

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. **Achiever**
- █ 3. **Arranger**
- █ 4. **Strategic**
- █ 5. **Individualization**
- █ 6. Self-Assurance
- █ 7. Activator
- █ 8. Maximizer
- █ 9. Intellection
- █ 10. Belief

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.

Driven by your talents, you frequently work without much rest. You typically want to pinpoint useful and intriguing facts. You likely have a need to explain why various events unfolded as they did. This information undoubtedly permits you to produce more and better results.

It's very likely that you are motivated to continually acquire knowledge and skills. Discovering new ways to use your talents energizes you. You are likely to escape from situations and avoid people who want you to keep doing what you already know how to do well. Maintaining an intellectual status quo is unacceptable to you.

Chances are good that you not only buy books or check them out from the library; you also read them. Your investigative mind is restless until you have collected lots of information about factors that produce various outcomes. You are motivated to read more about topics of personal and professional interest. These can range from history to science, from politics to mathematics, from entertainment to sports, or from art to law.

Instinctively, you show some signs of wanting to acquire new knowledge or skills in particular areas of interest. Perhaps you rely on conversations with a few intelligent people to complement — that is, complete — what you have already gained through classes or reading.

By nature, you may desire to be knowledgeable about certain things. Depending on your other talents, perhaps you want to understand one topic in depth or comprehend many subjects at a basic level. Whatever your style, you might pay attention to particular people's comments. When someone shares an interesting piece of information, you occasionally say or do something that tells the person, "I value your insights, and I look forward to hearing more of your ideas."

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.

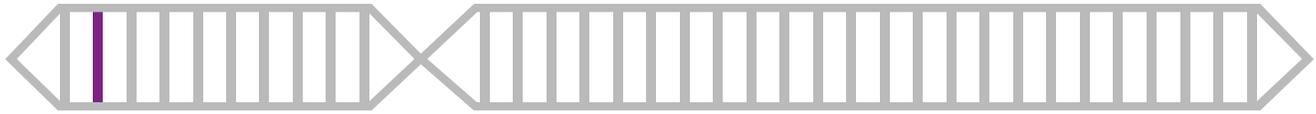
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**EXECUTING**

2. Achiever

HOW YOU CAN THRIVE

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

WHY YOUR ACHIEVER IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

It's very likely that you exhibit the physical and mental endurance needed to continuously toil long after others have stopped working. You are hardwired to pursue goals until they are reached. When obstacles arise, you become even more determined to succeed.

Driven by your talents, you exhibit the mental and physical capacity to concentrate on various tasks from start to finish.

Instinctively, you argue that hard work influences the course of your life more than anything else. You make your own good fortune by preparing yourself to take advantage of opportunities as they arise. Each time you are successful, you can outline exactly what you did to reach a goal. You link together facts, incidents, conversations, or available resources to understand your accomplishments. You resist the notion that life is nothing more than a game of chance.

By nature, you strive to energize people. You are determined to generate a lot of enthusiasm around various projects, events, or activities.

Because of your strengths, you possess the physical and mental endurance to withstand hardships as well as stress. Characteristically you work harder and longer than most people are capable of doing.

WHY YOU SUCCEED USING ACHIEVER

You love to complete tasks, and your accomplishments fulfill you. You have a strong inner drive — an innate source of intensity, energy and power that motivates you to work hard to get things done.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

- Set challenging goals. Take advantage of your self-motivation with a more ambitious goal every time you finish a project.
- Take time to celebrate each success before moving on to your next item or task, even for just a few minutes.
- Limit your commitments to projects or assignments that align with your highest priorities as much as you can.
- Be sure to take regular breaks, even though you might be naturally equipped to work harder and longer than others.
- Make sure your to-do lists include tasks and responsibilities beyond work.

WATCH OUT FOR BLIND SPOTS

- You might get frustrated when others don't work as hard as you do, and they might see you as too demanding. Remember that not everyone has the same high expectations for themselves or is driven to work as hard as you are.
- Your pressing need to get things done might cause you to take on projects or agree to deadlines before you know everything that's involved. Before you commit to something, make sure you have the time and resources you need to do it right.

**EXECUTING**

3. 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 YOUR ARRANGER IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

It's very likely that you characteristically pinpoint people's unique traits, qualities, motivations, strengths, limitations, preferences, and attitudes. How? You spontaneously look for the good in each individual. Then you set up opportunities for them to cooperate with others. Occasionally you compliment people who share their knowledge, skills, or talents with teammates, classmates, coworkers, friends, or family members.

By nature, you like to partner with the same people over and over again. When you spend more time with your teammates, it probably is easier to pinpoint the unique talents, special interests, work styles, preferred forms of praise, or changing moods of each one.

Driven by your talents, you thrive in environments where you can be an important member of a team. You want to be known for your talents, skills, expertise, and accomplishments. You tend to be choosy about the groups you join.

Instinctively, you intuit — that is, know without conscious reasoning — how individuals with very different work styles or personalities can complement each other. Understandably, you reject the idea of forcing everyone to rely on the same plans, methods, or resources to overcome obstacles. Often you search for ways people can use their talents to resolve issues. In the process, they are likely to move closer to worthwhile goals.

Chances are good that you occasionally recruit individuals to join teams or work on special projects. You befriend people one by one to learn more about what they do well. Some may consider you a talent scout — that is, someone who selects people of superior ability in a certain occupation, subject, or sport. You might collect the right combination of people with the talents, skills, and knowledge to do a specific task with strength.

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.

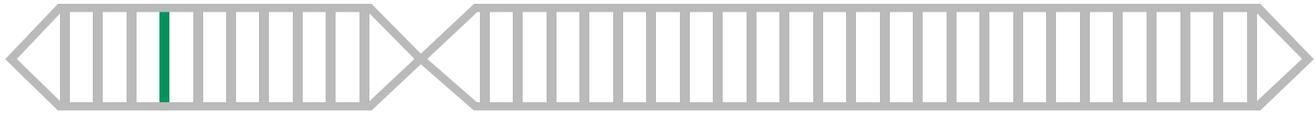
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.
- Seek complex, dynamic work environments in which there are few routines.
- Challenge yourself to find ways to make even the most successful systems and arrangements better.

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.

**STRATEGIC THINKING**

4. 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.

By nature, you examine the past. You discover why things happened. This permits you to foresee the future. You study humankind's story to identify subtle nuances, recurring sequences of events, and predictable human behavior. Generating clever, resourceful, inventive, and original alternatives, you can offer solutions to age-old problems.

Chances are good that you select the right combination of words to convey your ideas or feelings. In the middle of discussions, your vocabulary provides you with precise phrases and terminology. You probably express yourself with ease and grace.

Driven by your talents, you may pay attention to some of the things going on around you. Perhaps you listen, quiz people, read, or take notes. As you accumulate information, you might disregard what is unrelated, and pay heed to what seems important. Sometimes the more you reflect on what you know, certain problems reveal themselves, and eventually some solutions start taking shape in your mind. Then you try to select the best plan from your list of options.

It's very likely that 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.

Because of your strengths, you generate innovative ideas. You have a unique perspective on events, people and situations. You probably inspire others to start projects and launch initiatives as a result of your perspective. You tend to identify a goal, devise numerous ways of reaching it and choose the best alternative. This explains why you see opportunities, trends and solutions before your teammates, classmates or peers do.

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.

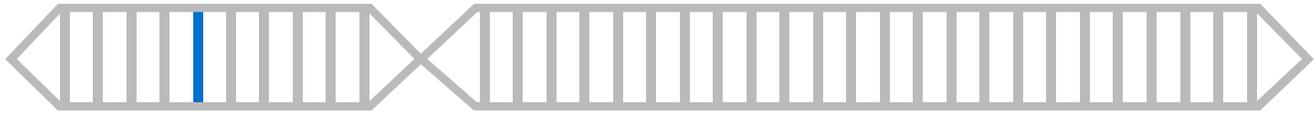
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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**

5. 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.

Chances are good that you may easily engage others in conversation. You might seek to make discoveries about the unique traits of certain individuals. You might ask questions to understand their hopes, successes, goals, strengths, or special interests.

Because of your strengths, you can stand in a teammate's emotional space to gain insights into what that person feels and/or thinks. You probably have a gift for looking at the world through someone else's experiences. You frequently set aside your opinions, ideas, and/or past history to attune yourself to another human being's condition.

It's very likely that you are inclined to join teams, especially when you are asked to determine what makes each person special and unique. You have a knack for showing diverse individuals ways they can cooperate and collaborate with one another.

Instinctively, you provide your teammates with a logical perspective on things. You often show your partners how one action or even a single comment caused something unexpected to occur. Experience probably is one of your best teachers. This explains why you do not automatically orchestrate an event, plan a schedule, or allocate resources the same way you did the last time. You realize every situation is unique.

By nature, you may be able to figure out what makes certain individuals distinct or special. Perhaps your natural intuition helps you pinpoint some of the subtle differences between particular people. You may sometimes tune in to the feelings of others.

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.

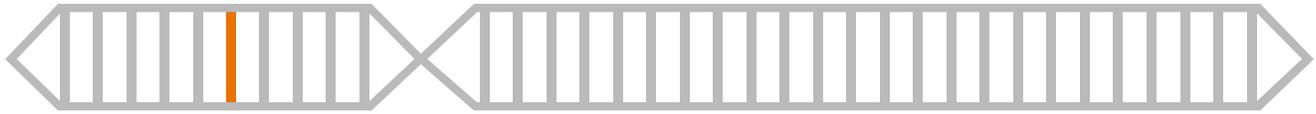
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**INFLUENCING**

6. Self-Assurance

HOW YOU CAN THRIVE

You feel confident in your ability to take risks and manage your own life. You have an inner compass that gives you certainty in your decisions.

WHY YOU SUCCEED USING SELF-ASSURANCE

You trust your instincts, so you forge ahead confidently, even on risky paths. Because of your certainty, persuasiveness and ability to make decisions easily, you lead the way for others.

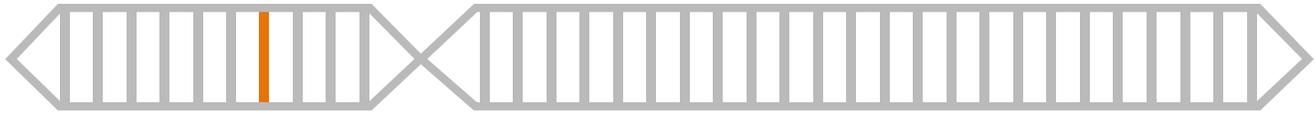
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Trust your gut, and live life on your own terms.

- Trust your instincts, but always gather enough input from other sources to ensure you make well-informed decisions.
- Look for startup opportunities. You are comfortable working without a rulebook, and you are at your best when you have to make many decisions.
- Bring your confidence to areas of uncertainty where others are stuck. Your decisiveness and calm certainty in the midst of chaos can create comfort and security.

WATCH OUT FOR BLIND SPOTS

- Your confidence in your ability to make the right decisions might make you feel like you don't need to consult anyone else. But no one is right all the time, so consider asking others for their input; they might even validate your hunches.
- Because you usually sound like you know what you're talking about — whether you do or not — others might be nervous about questioning you. Be careful not to alienate or intimidate others with your confidence.

**INFLUENCING**

7. 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.

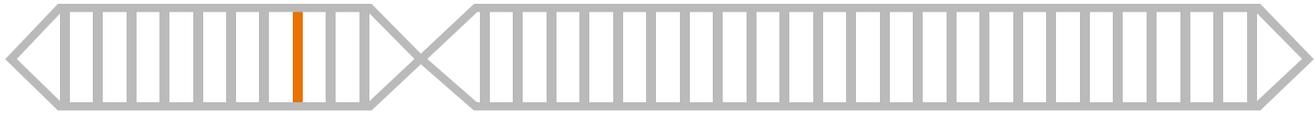
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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.

**INFLUENCING**

8. Maximizer

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING MAXIMIZER

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

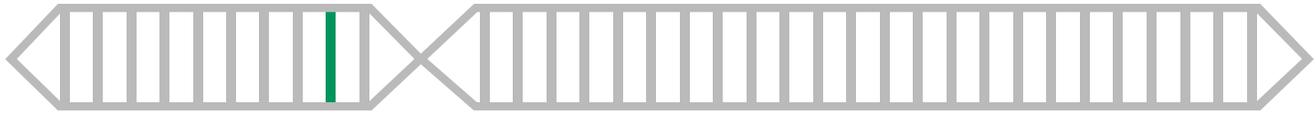
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

- Stay focused on your own strengths. Choose one talent you want to maximize each month, and invest in building on it. Refine your skills. Acquire new knowledge. Practice. Keep working toward mastery.
- Make your weaknesses irrelevant. Find a partner, devise a support system or use one of your stronger themes to compensate for your weaker ones.
- Help your friends and coworkers recognize others' talents and strengths.

WATCH OUT FOR BLIND SPOTS

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

**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.

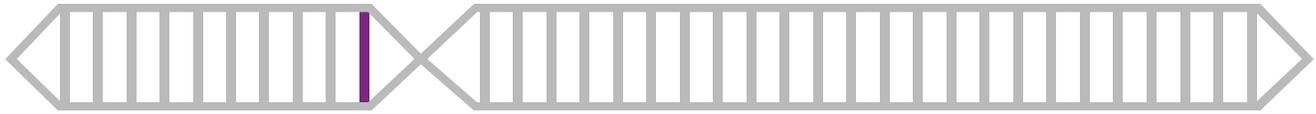
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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. Belief

HOW YOU CAN THRIVE

You have certain core values that are unchanging. Out of these values emerges a defined purpose for your life.

WHY YOU SUCCEED USING BELIEF

Your core values guide you and give you purpose. You provide clarity, conviction and stability by living your values.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

- Keep reminders of your personal mission around. In difficult situations, these reminders will help you focus on your objective and the valuable contribution you make.
- Have courage in your ability to select projects to work on. Ask about their intended outcomes and target audiences. When possible, get involved in ideas and projects that match your values.
- Try to keep an appropriate balance between your work and personal life. Both areas will benefit when you dedicate enough time and attention to each.

WATCH OUT FOR BLIND SPOTS

- Because you are passionate about your own beliefs, others might view you as stubborn or set in your ways. Keep in mind that everyone has a unique worldview, and often, it will not be the same as yours.
- Be careful not to pass judgment on others' principles and motivations. Their values and belief systems deserve your respect, even when you don't agree with them.

Navigate the Rest of Your CliftonStrengths



- 11. Competition
- 12. Ideation
- 13. Relator
- 14. Command
- 15. Responsibility
- 16. Positivity
- 17. Significance
- 18. Connectedness
- 19. Input
- 20. Communication
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- 33. Consistency
- 34. Harmony

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

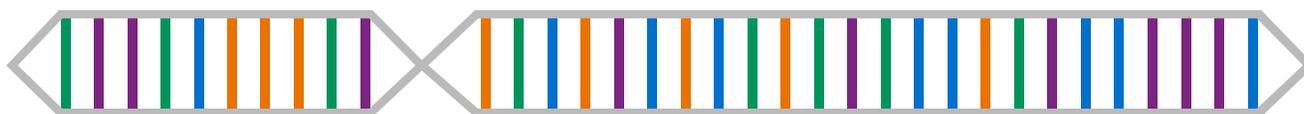
The themes toward the top of your CliftonStrengths 34 profile might show up regularly in your life, and the ones closer to the bottom might not show up at all.

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

Achiever

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

Arranger

Improve effectiveness and efficiency by reorganizing resources.

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.

Self-Assurance

Trust your gut, and live life on your own terms.

Activator

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

Maximizer

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

Intellection

Think deeply. Think often.

Belief

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

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. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

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. 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.

11. 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.

12. Ideation

STRATEGIC THINKING

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

13. 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.

14. Command

INFLUENCING

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

15. 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.

16. 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.

17. 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.

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. 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.

21. Context

STRATEGIC THINKING

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

22. 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.

23. 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.

24. 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.

25. 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.

26. 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.

27. 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.

28. Discipline

EXECUTING

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

29. Empathy

RELATIONSHIP BUILDING

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

30. 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.

31. 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.

32. 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.

33. 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.

34. Harmony

RELATIONSHIP BUILDING

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