

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. | Individualization |
| 2. | Connectedness |
| 3. | Empathy |
| 4. | Relator |
| 5. | Harmony |
| 6. | Achiever |
| 7. | Learner |
| 8. | Woo |
| 9. | Communication |
| 10. | Arranger |

NAVIGATE

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

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. Individualization
2. Connectedness
3. Empathy
4. Relator
5. Harmony
6. Achiever
7. Learner
8. Woo
9. Communication
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. 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.

Instinctively, you easily identify with what others are thinking and feeling. You intuitively understand their hopes, fears, joys, and sorrows. This helps you consider things from each individual's perspective.

Driven by your talents, you sometimes offer guidance to friends who seek your assistance. Maybe you keep your opinions, recommendations, or suggestions to yourself until you are invited to share them.

Because of your strengths, you might assist certain individuals by sharing with them information you have acquired, skills you have mastered, or experiences you have had. In some situations, you may claim to be a good instructor, tutor, or trainer.

It's very likely that you might offer assistance to certain people after you have spent some time observing and talking with them. To some degree, you pinpoint each one's unique interests, talents, limitations, experiences, goals, knowledge, or skills. Maybe these insights permit you to tailor your response to meet the person's situation.

Chances are good that you are periodically delighted to assist individuals or groups in setting their goals. To some degree, you prefer to discuss goals with people whose work ethics are strong. Maybe you are less enthusiastic about helping individuals who seldom meet their objectives.

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**

2. 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.

Because of your strengths, you bring people together. You form a bond with each individual as you begin to understand his or her circumstances. You naturally identify with someone's situation. You have a gift for helping people discover what they have in common. Often this frees them to communicate and cooperate.

By nature, you sometimes feel a particular yearning to control your life, and to leave your mark on the world. To some extent, you know you are somehow linked to every human being on the planet. This partially explains why you sense whatever you choose to do or not do affects them just as their choices eventually affect you. You might feel you are walking a tightrope between wanting to be totally independent and knowing you need others to survive.

It's very likely that you routinely isolate facts that link ideas, events, or people. You are especially sensitive to how one person's optimistic or negative thoughts can affect the entire human family. This prompts you to pay close attention to what individuals and groups think and do.

Chances are good that you feel wonderful about life, especially when you become a link between individuals or groups. Many people would not have known one another if you had not stepped into their lives.

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**

3. 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.

Instinctively, you are keenly aware of others' moods. Your insights can be especially valuable when you are helping someone develop strength by acquiring a skill, gaining knowledge, or using a talent.

By nature, you are enthusiastic about life when individuals trust you enough to share their most personal thoughts or feelings.

It's very likely that you automatically engage outsiders or newcomers in small talk. You sense when someone feels left out of a conversation. You hope to make new friends by involving people in various activities. You probably comment favorably about the talents or accomplishments of many individuals. You sincerely want them to know they are worthy of the time and effort you invest in them.

Chances are good that you encourage people to express their innermost thoughts and feelings, and you refrain from judging them. You like knowing that others depend on you to listen. Moreover, you have noticed that individuals come to you for advice.

Because of your strengths, you have a special gift for helping people realize that you truly value them and hold them in high regard.

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**

4. 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.

It's very likely that you sometimes are honest with yourself about yourself. You might be candid about your limitations when you are talking with certain individuals. Perhaps you are comfortable admitting you need to do some things better, more completely, or more perfectly.

Driven by your talents, 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.

Because of your strengths, you are occasionally willing to be vulnerable. Perhaps you claim your talents or admit your weaknesses. Your openness may help some people know you better as a person. Your straightforward style may convince others you are honest, dependable, and reliable.

Instinctively, you are comfortable conversing with individuals who know exactly what they want to accomplish personally and/or professionally. You have an easy time bonding with people who are open and honest about their goals. Perhaps you derive a bit of satisfaction from helping people design specific performance objectives for themselves.

By nature, you might be well-read in particular subjects. Some people whom you have befriended may turn to you for guidance. By referring to something you have read, occasionally you can help a person see a specific situation or a particular problem from a different perspective. For you, reading might be a key that opens the door to a world of fresh ideas. Maybe you collect them, never knowing whether something you read will benefit someone else.

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.

**RELATIONSHIP BUILDING**

5. 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.

Because of your strengths, you enjoy being physically and/or mentally active. This is especially true when you are assigned tasks to finish by day's end. As long as the overall workload is evenly distributed among people, you tend to be willing and eager to perform your daily chores.

Driven by your talents, you occasionally desire to amass knowledge. Being somewhat practical, you might turn to particular specialists for their insights, information, or guidance. It is not your style to make certain people think you know everything. Instead, you may want to arrive at correct conclusions and make proper decisions. By seeking the counsel of a few wise and experienced individuals, maybe you discover common ground and avoid disagreements.

Instinctively, you may be naturally friendly, pleasant, and accommodating. Some people appreciate your willingness to let them do things their way or state their views. Others might value your ability to listen, gather facts, or find common ground when discussions become emotional. To some extent, you help people find ways to compromise without losing the respect of others or jeopardizing their status in the group.

It's very likely that you may be both friendly and logical. Sometimes you go out of your way to avoid arguments or fights. Peaceful coexistence might be one of your core values. You try to be cooperative. Perhaps you are willing to carry out the wishes of individuals as long as their requests are not too outlandish.

Chances are good that you may describe yourself as practical or realistic. Perhaps you labor earnestly to find specialists who might help you figure out the right responses to questions. "Why reinvent the wheel?" you ask when they already know what to do.

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.

**EXECUTING**

6. Achiever®

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING ACHIEVER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

- Set challenging goals. Take advantage of your self-motivation with a more ambitious goal every time you finish a project.
- Take time to celebrate each success before moving on to your next item or task, even for just a few minutes.
- Limit your commitments to projects or assignments that align with your highest priorities as much as you can.

WATCH OUT FOR BLIND SPOTS

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

**STRATEGIC THINKING**

7. 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 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.

WATCH OUT FOR BLIND SPOTS

- You place a high value on learning and studying, and you may tend to impose this value on others. Be sure to respect others' motivations, and resist pushing them toward learning for learning's sake.
- You love the process of learning so much that the outcome might not matter to you. Be careful not to let the process of knowledge acquisition get in the way of your results and productivity.

**INFLUENCING**

8. 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**

9. 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.

**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®



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

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

Individualization

Appreciate the uniqueness in each person you meet.

Connectedness

Help others see connections and purpose in everyday life.

Empathy

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

Relator

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

Harmony

Help others find common ground through practical solutions.

Achiever

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

Learner

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

Woo

Spend time every day interacting with people.

Communication

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

Arranger

Improve effectiveness and efficiency by reorganizing resources.

Your CliftonStrengths® 34 Theme Sequence

1. 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.

2. 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.

3. Empathy

RELATIONSHIP BUILDING

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

4. 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.

5. Harmony

RELATIONSHIP BUILDING

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

6. 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.

7. 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.

8. 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.

9. 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.

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. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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.

17. 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.

18. 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.

19. 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.

20. Ideation

STRATEGIC THINKING

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

21. 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.

22. 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.

23. 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.

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. 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.

26. 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.

27. Discipline

EXECUTING

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

28. Intellection

STRATEGIC THINKING

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

29. Command

INFLUENCING

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

30. 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.

31. 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.

32. Context

STRATEGIC THINKING

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

33. 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.

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.

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