

# 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. **Maximizer**
2. **Includer**
3. **Strategic**
4. **Individualization**
5. **Arranger**
6. Achiever
7. Learner
8. Relator
9. Futuristic
10. Adaptability

## NAVIGATE

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

## **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.

**INFLUENCING**

# 1. 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.*

Instinctively, you might spend more time thinking about your talents than about your shortcomings. Sometimes you give a lot of thought to your limitations when you meet with failure or defeat. Rather than try to be someone you are not, you sometimes partner with individuals who possess talents you lack, and return the favor by sharing your own talents.

Because of your strengths, you say your life is enjoyable when individuals recognize your special talents. They probably encourage you to use your talents, knowledge, and skills. You prefer to spend time with these upbeat people. Why? They regularly point out your best qualities rather than your weaknesses.

Driven by your talents, you gravitate to groups that make assignments based on an individual's unique talents. You intentionally avoid teams whose members think anyone can do anything as long as the person devotes enough effort and time to the task. You realize you do better work and progress more quickly when you are allowed to use your natural abilities.

By nature, you customarily figure out what makes each person special. You talk to, observe, or study individuals who produce nothing less than excellence to identify what inspires them. Unquestionably, you prefer to associate with those who share your passion for taking something good and making it better. Once you understand what drives a person, you can motivate him or her to transform whatever was made better into something utterly superb.

Chances are good that you may have identified your strengths. You might know the things you do well. Perhaps you waste little time mulling over your limitations, shortcomings, or failures. Sometimes your strengths allow you to capture first-place honors. You might refuse to concentrate much energy on areas where you must struggle just to be average. "What's the point?" you might ask yourself.

**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**

## 2. Includer

**HOW YOU CAN THRIVE**

You accept others. You show awareness of those who feel left out and make an effort to include them.

**WHY YOUR INCLUDER IS UNIQUE**

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

Driven by your talents, you naturally sense the good qualities people possess. Consistently you find something to like in most of the individuals you meet. You keep reminding others of the reasons why you think a person is so special. In the process, you probably boost the self-esteem and confidence of newcomers.

Chances are good that you brighten a room by simply entering it. Your upbeat attitude is contagious. People respond to your friendly, sociable, lively, and animated personality. Finding something to like in just about every person you meet is easy for you. Consequently, people enjoy spending time with you.

By nature, you characteristically are an easygoing and congenial person. Your ability to determine what makes each individual unique frees you to see the good in many people.

Instinctively, you genuinely care for every person you meet. You have a capacity for discovering a person's unique interests and characteristics. You make a special effort to welcome newcomers and strangers into your life.

Because of your strengths, you are pleasant and amiable — that is, easy to get along with and likeable. You can socialize or work with just about anybody. Your congenial — that is, friendly — manner as well as your interest in people help you identify common ground, offer compliments, ask non-threatening questions, and effortlessly move in and out of conversations.

**WHY YOU SUCCEED USING INCLUDER**

You notice those who are left out, and you naturally invite them in and make them feel welcome. Your ability to accept people without judgment fosters tolerance and open-mindedness.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Stretch the circle wider. Find ways to get more people involved.*

- Look for opportunities to bring people from diverse cultures and backgrounds together. You might be a natural leader in connecting and enlightening individuals from different walks of life.
- Help those who are new to a group get to know others. You are great at quickly making people feel accepted and involved.
- Be a spokesperson for those whose voices are not usually heard. Emphasize the importance of including everyone's feelings and opinions.
- Choose roles that allow you to continuously interact with people. You will enjoy the challenge of making everyone feel important.
- Help your friends and coworkers see the best in people. Explain to them that to respect our differences — our diversity — we must begin by appreciating what we all share — our similarities.

**WATCH OUT FOR BLIND SPOTS**

- You might tend to include others to the point of unnecessary complexity, with too many opinions and conflicting efforts. Acknowledge that sometimes, you will need to be selective for the sake of clarity and efficiency.
- Even though you cast few judgments, be careful not to criticize those who belong to exclusive groups and clubs. While you likely disagree with what they stand for and might view them as elitist, remember that everyone has the right to choose whom they spend time with.

**STRATEGIC THINKING**

## 3. 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.*

Driven by your talents, you customarily pinpoint the core problems and identify the best solutions. You artfully and skillfully eliminate distractions. This helps people gain a clear understanding of what is happening and why it is happening. You frequently identify ways to transform an obstacle into an opportunity.

It's very likely that you long to know more so you remain on the cutting edge of your field or areas of interest. Your inventive mind usually generates more possibilities than you can handle or fund. Nonetheless, you are committed to acquiring knowledge and/or skills. You study everything involved in a situation and conceive entirely new ways of seeing or doing things. What you already know prompts you to ask questions and delve even deeper into a subject or problem.

Because of your strengths, you trust your ability to be an innovative thinker. You routinely invent many ways you can reach a single goal. Only then do you start narrowing down your options to the best one. You probably take into consideration prevailing circumstances, available resources, budgetary constraints, or pressing deadlines.

By nature, you may be known for your ease with language. Perhaps this ability serves you well when you need to talk with newcomers or outsiders. Your vocabulary might allow you to tell stories or express your ideas with clarity.

Instinctively, you occasionally marvel at your ability to vividly express your thoughts and feelings.

**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**

## 4. 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 have a knack for becoming well acquainted with people. You thoughtfully observe, listen, and ask questions to understand each one better. You probably support individuals when they encounter problems, setbacks, or obstacles. You frequently give emotional support. You often contribute resources, such as money, supplies, or time. You routinely introduce individuals to people they need to know. You regularly create opportunities that match their talents.

By nature, you customarily exhibit a favorable and upbeat attitude toward individuals once you have identified their unique talents, goals, motivations, or interests.

Driven by your talents, you typically recruit individuals to join teams or work on special projects. You befriend people one by one. You are considered a talent scout — that is, someone who selects people of superior ability in a certain occupation, subject, or sport. You are likely collect the right combination of people with the talents to perform a task.

Because of your strengths, you automatically ask individuals questions to discover their talents, interests, hopes, fears, successes, or failures. By being inquisitive, you begin to see each person as he or she really is. The insights you have are most valuable when there is a job to do. You are apt to be the one to whom others look for ideas about assignments to give each individual. You are likely to understand what is and is not a reasonable expectation to place on someone.

Chances are good that you intentionally get to know people individually in your quest to gain wisdom. Discovering the qualities that distinguish someone from everyone else is an essential aspect of your personal search for truth.

**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.

**EXECUTING**

## 5. 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 likely systematize tasks the team needs to do every day, week, month, or year. You commonly find efficiencies others overlook or fail to consider. You probably show the group how to make even better use of its limited human or material resources.

By nature, you have a strong sense of commitment. It motivates you to make sure that things are carried through to completion even when difficulties arise.

Because of your strengths, you are counted on to be the talkative and sociable member of the team. Your friendly disposition helps most people feel comfortable enough to join in group activities or discussions.

Driven by your talents, you prefer to work with teammates who share your concern about doing everything correctly and ethically.

Chances are good that you feel life is good when someone important takes a special interest in you as a person. You probably can recall the faces of educators or coaches who gave you extra attention, pointers, or special assignments. Often they removed bureaucratic barriers so you could acquire knowledge or master a skill.

**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.

**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.

**RELATIONSHIP BUILDING**

## 8. 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 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.

**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.

**STRATEGIC THINKING**

## 9. Futuristic

**HOW YOU CAN THRIVE**

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

**WHY YOU SUCCEED USING FUTURISTIC**

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

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

*Share your visions of a better future.*

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

**WATCH OUT FOR BLIND SPOTS**

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



**RELATIONSHIP BUILDING**

# 10. Adaptability

**HOW YOU CAN THRIVE**

You prefer to go with the flow. You tend to be a “now” person who takes things as they come and who discovers the future one day at a time.

**WHY YOU SUCCEED USING ADAPTABILITY**

You are flexible and can quickly adjust to changing or unexpected circumstances that upset or intimidate others. Your calm response to chaos reassures others and helps you respond to what people need.

**TAKE ACTION TO MAXIMIZE YOUR POTENTIAL**

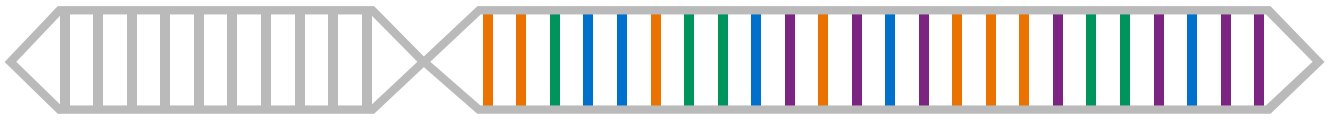
*React immediately, and be a positive force for change.*

- Look for opportunities to respond to people and situations that need your attention. Your natural ability to adapt relieves pressure during stressful situations and calms coworkers and friends.
- Fine-tune how you respond to the unexpected. For example, if your job requires you to travel on short notice, learn how to pack and leave in 30 minutes. If your workload is unpredictable, practice the first three moves you will make when the pressure hits.
- Don't apologize for your spontaneity. Your willingness to seize the moment means that you won't miss out on valuable experiences and opportunities.

**WATCH OUT FOR BLIND SPOTS**

- You're so willing to live in the moment that you might constantly shift your priorities. Be aware that frequent changes can feel endless and often unnecessary to those who thrive on structure and stability.
- You may have a tendency to miss deadlines or run late for appointments. Make sure you keep track of the most important due dates and meetings.

# Navigate the Rest of Your CliftonStrengths



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

# Take Action

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

Now, take the next steps:

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

## HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

### Maximizer

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

### Includer

Stretch the circle wider. Find ways to get more people involved.

### 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.

### Arranger

Improve effectiveness and efficiency by reorganizing resources.

### 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.

### Relator

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

### Futuristic

Share your visions of a better future.

### Adaptability

React immediately, and be a positive force for change.

# Your CliftonStrengths 34 Theme Sequence

## 1. 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.

## 2. 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.

## 3. 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.

## 4. 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.

## 5. 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.

## 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. 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.

## 9. 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.

## 10. 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.

## 11. Self-Assurance

### INFLUENCING

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

## 12. 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.

## 13. 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.

## 14. 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.

## 15. 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.

## 16. 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.

## 17. Ideation

### STRATEGIC THINKING

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

## 18. Intellection

### STRATEGIC THINKING

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

## 19. 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.

## 20. 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.

## 21. 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.

## 22. 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.

## 23. Empathy

### RELATIONSHIP BUILDING

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

## 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. Command

### INFLUENCING

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

## 26. 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.

## 27. 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.

## 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. 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.

## 30. Context

### STRATEGIC THINKING

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



## 31. 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.

## 32. Harmony

### RELATIONSHIP BUILDING

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

## 33. Restorative

### EXECUTING

People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

## 34. 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.