

Your CliftonStrengths® 34 Results

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

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

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



STRENGTHEN

- 1. **Harmony**
- 2. **Empathy**
- 3. **Developer**
- 4. **Maximizer**
- 5. **Analytical**
- 6. Positivity
- 7. Includer
- 8. Competition
- 9. Individualization
- 10. Consistency

NAVIGATE

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

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

EXECUTING themes help you make things happen.

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

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

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

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

Unleash Your Infinite Potential: Your Strongest CliftonStrengths®



- 1. **Harmony**
- 2. **Empathy**
- 3. **Developer**
- 4. **Maximizer**
- 5. **Analytical**
- 6. Positivity
- 7. Includer
- 8. Competition
- 9. Individualization
- 10. Consistency

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

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

Develop these CliftonStrengths to maximize your potential

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

Start with your top five.

They are your most powerful natural talents.

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

Then focus on your CliftonStrengths 6-10.

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



RELATIONSHIP BUILDING

1. Harmony®

HOW YOU CAN THRIVE

You look for consensus. You have no use for unnecessary friction and guide others toward practical solutions.

WHY YOUR HARMONY IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

It's very likely that you sometimes seek out and listen to the opinions of others before you express your own views.

Because of your strengths, you rely on the collective intelligence and wisdom of experts to guide you toward the best solutions or answers.

By nature, you place your trust and confidence in the people who do jobs that require thoroughness and perfection. Even when difficulties arise, you tend to suppress your inclination to push everyone aside and take total control of the project. You tell yourself they know what they are doing.

Instinctively, you may enjoy drawing strangers into casual chitchat or interesting discussions. Perhaps your even-tempered, non-threatening approach tells outsiders and newcomers you are friendly and cordial.

Chances are good that you occasionally infuse a spirit of friendliness into your work or study groups. Your personal warmth and congenial disposition may cause others to be a bit kinder or more generous. Some people find it is easier to collaborate with their teammates or classmates if you are involved. In your absence, however, they might notice a difference in people's willingness to cooperate.

WHY YOU SUCCEED USING HARMONY

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Help others find common ground through practical solutions.

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

WATCH OUT FOR BLIND SPOTS

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

**RELATIONSHIP BUILDING**

2. Empathy®

HOW YOU CAN THRIVE

You have an instinctive ability to understand people. You feel others' emotions as if they were your own.

WHY YOUR EMPATHY IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Chances are good that you convince most people that you value them as human beings. You intentionally reinforce what they know, have experienced, or can do. Many individuals probably want to become your friend. Why? You likely affirm their worth the moment they start doubting themselves.

It's very likely that you engender in many people a heightened sense of self-worth. You have a knack for helping individuals feel that you appreciate, treasure, or admire them.

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

Driven by your talents, you might be prone to taking a common-sense approach in certain situations. Possibly you "name" the emotions you believe people are exhibiting. This practice might help you understand what to say or do in situations that demand diplomacy or understanding.

By nature, you notice when others use emotional words, and you respond with kindness. You recognize and respect the specific feelings they reveal to you. You naturally understand what they are saying, and you focus on support instead of answers.

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**

3. Developer®

HOW YOU CAN THRIVE

You recognize and cultivate the potential in others. You spot the signs of each small improvement and love when you see someone make progress.

WHY YOUR DEVELOPER IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, you may inspire some individuals to see their best qualities. How? You might take time to observe and talk with them. Perhaps you make sure they first recognize their talents and then claim their moments of excellence.

It's very likely that you sometimes compare your results to the outcomes others produce. Now and then, you even keep score. Maybe you enjoy testing your knowledge, skills, or talents against those of your classmates, teammates, or associates. Whether you win or lose, you might acknowledge the accomplishments and successes of individuals.

Instinctively, you routinely raise the spirits of people by putting aside what you are doing and giving them your undivided attention. You work diligently to repeat the key ideas or questions they voiced.

Driven by your talents, you typically enhance your own quality of life and sense of well-being. How? You freely and frequently compliment people. You acknowledge the contributions of individuals. You call attention to their talents, knowledge, and/or skills.

Because of your strengths, you may help certain people believe in themselves. You might ask them to create a specialized vocabulary for a particular venture. Perhaps soliciting their ideas allows you to pull together a list of words and expressions for a particular project. This approach occasionally enables you to acknowledge some individuals' unique abilities. Simultaneously, they may begin using theoretical or complicated terms that are part of your everyday vocabulary.

WHY YOU SUCCEED USING DEVELOPER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Recognize and cultivate the potential in others.

- Make a list of people you would like to coach or mentor — people whose potential, signs of growth and strengths you have noticed. Offer to meet with them regularly, even if only for a few minutes, to discuss their goals and strengths.
- Call, text or email people who need your encouragement the most. Your natural ability to nurture and inspire might be just what they need to hear.
- Try not to spend all your time encouraging people who are consistently struggling in their role. Sometimes the best developmental action is to help them find a different role — one that fits.
- Find roles in which your primary responsibilities include developing others. Teaching, coaching or managing might be especially satisfying for you.
- Boost your friends' and coworkers' confidence. You will naturally notice when they learn and grow, so share your specific observations with them to help them keep making progress.

WATCH OUT FOR BLIND SPOTS

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

**INFLUENCING**

4. Maximizer®

HOW YOU CAN THRIVE

You consistently ask, "How can we make this better?" You don't settle for "good enough," but push for excellence.

WHY YOUR MAXIMIZER IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

By nature, 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.

Instinctively, you usually are the person who has something to say on a broad range of topics. You easily find the right words and stories to express your viewpoints and emotions. You know you speak with strength.

Because of your strengths, you deal with people the same way no matter how different they happen to be in terms of their positions, age, education, talents, skills, knowledge, or production. You contend it is unjust to give one individual special treatment while denying the same favor to everyone else.

Chances are good that you reject the concept of "good enough." You may think that anyone can accomplish work that is adequate, but adequate is rarely where you want to be.

It's very likely that you realize you can determine what distinguishes each person from every other human being. Routinely, you use these insights to energize and inspire individuals to do what needs to be done. You honor the special, the wondrous, and the rare qualities of people. You intentionally position them to attain ever higher levels of excellence.

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.

**STRATEGIC THINKING**

5. Analytical®

HOW YOU CAN THRIVE

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

WHY YOUR ANALYTICAL IS UNIQUE

These Strengths Insights are personalized based on your CliftonStrengths results.

Driven by your talents, you occasionally find the reasons why certain things occur again and again. Perhaps you investigate numerous details to understand the overall operation of a machine, program, regulation, or tool. Maybe examining the interaction between various parts is as important to you as knowing what each part is designed to do.

Instinctively, you might find it easiest to agree with others when their ideas are grounded in reason or supported by facts. You might enjoy thinking through things when you are working with people who exhibit good judgment.

Chances are good that you periodically apply your mental energy to identifying factors that contributed to the current situation. Perhaps you automatically search for reasons why specific events happened, particular problems occurred, or certain solutions worked.

Because of your strengths, you periodically compare your scores, ratings, or rankings to those of others. You might be motivated to be the best or win the top prize.

It's very likely that you may examine facts, data, or the sequence of events to determine why something happened. Perhaps you use reason to make sense of whatever is going on in your life.

WHY YOU SUCCEED USING ANALYTICAL

Your natural ability to investigate, diagnose and identify patterns results in valuable insights that are logical and well-thought-out. Your critical thinking helps clarify reality and provides objectivity.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Use your logical, objective approach to make important decisions.

- Identify credible sources you can rely on. Find helpful books, websites, experts or other resources that you can use as references.
- Get involved in the planning stages of a new initiative or project so you can evaluate its feasibility and direction before it gets too far along.
- Accept that sometimes you will need to take action before all the facts are in place.
- Choose assignments or work that allows you to analyze data, find patterns or organize ideas.
- Develop your Analytical talents by sharing your ideas with other analytical minds who specialize in your area.

WATCH OUT FOR BLIND SPOTS

- Your objective and fact-based approach to decision-making may seem skeptical or critical. Keep in mind that others will have emotional, subjective and personal opinions — and that their input is just as valuable as yours is.
- Because you ask many questions, people may think that you always doubt the validity of their ideas, that you do not trust them and that you are tough to work with. Explain your analysis so they will be more likely to trust your process and your motives.

**RELATIONSHIP BUILDING**

6. Positivity®

HOW YOU CAN THRIVE

You have contagious enthusiasm. You are naturally upbeat and can energize others.

WHY YOU SUCCEED USING POSITIVITY

You have an infectious energy and enthusiasm. As someone who offers genuine encouragement and an optimistic outlook on life, you have the power to make people feel better when you are around.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Help others see the humor and positive side of life.

- Encourage others to keep their eyes on the positive by helping them see what's going well for them.
- Arm yourself with good stories, jokes and sayings to lighten the mood. Never underestimate the effect that you can have on others. Many people likely rely on your optimism to help them rise above their daily frustrations.
- Celebrate. Whether it's a holiday, an event or someone's success, be the one to plan the party. Turn small achievements into big events, or host regular celebrations that others can look forward to.

WATCH OUT FOR BLIND SPOTS

- Sometimes your optimism and generosity with praise might come off as superficial, naïve or insincere. Make sure your positivity and admiration are always genuine; you can do more damage with false praise than with criticism.
- Be careful not to point out the positive side of a bad situation before others have the chance to fully vent. Acknowledge that sometimes people are not ready to hear the bright side and just need you to listen.

**RELATIONSHIP BUILDING**

7. Includer®

HOW YOU CAN THRIVE

You accept others. You are instinctively aware of those who feel left out and make an effort to include them.

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.

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.

**INFLUENCING**

8. Competition®

HOW YOU CAN THRIVE

You measure your progress against the performance of others. You love contests and need to win.

WHY YOU SUCCEED USING COMPETITION

You motivate yourself and others to a higher standard of performance. You can raise a group's achievement level by creating a culture of winning and aspiring to be the best.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Aim for first place so you'll always finish strong.

- Create daily measures of success for yourself and the teams you are on. Learn what it takes to win consistently.
- List the performance scores that help you know where you stand every day. Decide which ones you should pay attention to.
- Take the time to celebrate your wins. In your world, there is no victory without celebration.

WATCH OUT FOR BLIND SPOTS

- Be careful not to let your competitive spirit get in the way of your relationships. Not everyone has your drive to win, and constantly comparing your performance to theirs might offend them or hurt their feelings.
- Winning at all costs isn't winning; it's self-defeating. Make sure you maintain your principles when you push yourself toward ultimate victory.

**RELATIONSHIP BUILDING**

9. 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 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.

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**

10. Consistency®

HOW YOU CAN THRIVE

You are keenly aware of the need to treat people the same. You crave stable routines and clear rules and procedures that everyone can follow.

WHY YOU SUCCEED USING CONSISTENCY

You can easily and quickly make judgments and create systems that are fair to everyone. As a result, others know what to expect from you.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Create fair systems to establish and build trust.

- Look for opportunities at work or in your community to help disadvantaged people get the platform they need to show their true potential. Your talent to quickly and easily make judgments that are fair to everyone helps ensure equality.
- Always stand up for what you believe, even in the face of strong resistance. Others will appreciate your commitment to consistency between what you promise and what you deliver.
- Create simple rules and boundaries that help people know what is expected and how they need to operate in ambiguous situations. Your talent for making things fair and equal creates stability and clarity.

WATCH OUT FOR BLIND SPOTS

- You are so committed to treating each person the same that you might forget that no two people are alike. Remember that different things motivate different people, and everyone has their own way of thinking and relating to others.
- You may see yourself as a guardian of what is right and a champion against special treatment. Realize that others may reject you for assuming that responsibility and will want to bend the rules for the greater good.

Navigate the Rest of Your CliftonStrengths®



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

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

Your unique CliftonStrengths 34 profile

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

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

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

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

What Is a Weakness?



- 1. Harmony
- 2. Empathy
- 3. Developer
- 4. Maximizer
- 5. Analytical
- 6. Positivity
- 7. Includer
- 8. Competition
- 9. Individualization
- 10. Consistency
- 11. Relator
- 12. Adaptability
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Focusing on your CliftonStrengths doesn't mean you can ignore your weaknesses.

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

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

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

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

To identify potential weaknesses, ask yourself:

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

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

How do I manage my weaknesses?

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

Identify Your Unique Contribution: The CliftonStrengths® Domains

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

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

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

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

The CliftonStrengths Domains

EXECUTING

People with dominant Executing themes make things happen.

INFLUENCING

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

RELATIONSHIP BUILDING

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

STRATEGIC THINKING

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

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

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



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

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

Your CliftonStrengths by Domain

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

Take Action

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

Now, take the next steps:

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

HOW YOU CAN THRIVE WITH YOUR TOP CLIFTONSTRENGTHS

Harmony®

Help others find common ground through practical solutions.

Empathy®

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

Developer®

Recognize and cultivate the potential in others.

Maximizer®

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

Analytical®

Use your logical, objective approach to make important decisions.

Positivity®

Help others see the humor and positive side of life.

Includer®

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

Competition®

Aim for first place so you'll always finish strong.

Individualization®

Appreciate the uniqueness in each person you meet.

Consistency®

Create fair systems to establish and build trust.

Your CliftonStrengths® 34 Theme Sequence

1. Harmony®

RELATIONSHIP BUILDING

People exceptionally talented in the Harmony theme look for consensus. They have no use for unnecessary friction and guide others toward practical solutions.

2. Empathy®

RELATIONSHIP BUILDING

People exceptionally talented in the Empathy theme have an instinctive ability to understand people. They feel others' emotions as if they were their own.

3. 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 love when they see someone make progress.

4. Maximizer®

INFLUENCING

People exceptionally talented in the Maximizer theme consistently ask, "How can we make this better?" They don't settle for "good enough," but push for excellence.

5. 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.

6. Positivity®

RELATIONSHIP BUILDING

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are naturally upbeat and can energize others.

7. Includer®

RELATIONSHIP BUILDING

People exceptionally talented in the Includer theme accept others. They are instinctively aware of those who feel left out and make an effort to include them.

8. Competition®

INFLUENCING

People exceptionally talented in the Competition theme measure their progress against the performance of others. They love contests and need to win.

9. 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.

10. 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.

11. Relator®

RELATIONSHIP BUILDING

People exceptionally talented in the Relator theme enjoy close relationships. They find deep satisfaction in working hard with friends to achieve a goal.

12. Adaptability®

RELATIONSHIP BUILDING

People exceptionally talented in the Adaptability theme prefer to go with the flow. They take things as they come and discover the future one day at a time.

13. Arranger®

EXECUTING

People exceptionally talented in the Arranger theme are both organized and flexible. They enjoy figuring out how to align people and resources to get the best results.

14. Significance®

INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize what will increase their influence on others or their organization.

15. 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.

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. Woo®

INFLUENCING

People exceptionally talented in the Woo theme love meeting new people and winning them over. They enjoy socializing and making connections.

18. Strategic®

STRATEGIC THINKING

People exceptionally talented in the Strategic theme quickly spot patterns and issues that others miss. They generate alternative paths forward and choose the most effective one.

19. Context®

STRATEGIC THINKING

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

20. Discipline®

EXECUTING

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

21. Self-Assurance®

INFLUENCING

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

22. 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.

23. Belief®

EXECUTING

People exceptionally talented in the Belief theme have certain core values that are unchanging. These values provide direction and a strong sense of purpose.

24. Command®

INFLUENCING

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

25. 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.

26. Responsibility®

EXECUTING

People exceptionally talented in the Responsibility theme take psychological ownership of their commitments. They are dependable and embrace values such as honesty and loyalty.

27. Achiever®

EXECUTING

People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

28. 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.

29. Futuristic®

STRATEGIC THINKING

People exceptionally talented in the Futuristic theme vividly imagine the future. They inspire and energize others with their vision of what could be.

30. 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.

31. Deliberative®

EXECUTING

People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions. They anticipate risks and move forward cautiously.

32. Ideation®

STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They see connections that others don't and can view the world from different perspectives.

33. Connectedness®

RELATIONSHIP BUILDING

People exceptionally talented in the Connectedness theme believe everything is linked and that there are few coincidences. For them, everything happens for a reason.

34. Intellection®

STRATEGIC THINKING

People exceptionally talented in the Intellection theme enjoy deep thinking. They are introspective and appreciate intellectual discussions.

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