

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. | Learner |
| ■ | 3. | Consistency |
| ■ | 4. | Relator |
| ■ | 5. | Focus |
| ■ | 6. | Arranger |
| ■ | 7. | Positivity |
| ■ | 8. | Developer |
| ■ | 9. | Includer |
| ■ | 10. | Maximizer |

NAVIGATE

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

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. **Learner**
- 3. **Consistency**
- 4. **Relator**
- 5. **Focus**
- 6. Arranger
- 7. Positivity
- 8. Developer
- 9. Includer
- 10. Maximizer

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

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

Develop these CliftonStrengths to maximize your potential

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

Start with your top five.

They are your most powerful natural talents.

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

Then focus on your CliftonStrengths 6-10.

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

**RELATIONSHIP BUILDING**

1. Harmony

HOW YOU CAN THRIVE

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

WHY YOUR HARMONY IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

By nature, you sometimes seek out and listen to the opinions of others before you express your own views.

Driven by your talents, you may get people to like you by finding something everyone can agree on. Perhaps this is one way you reduce conflict between yourself and others.

Chances are good that you are keenly aware of the need to use material resources and money sparingly. You intentionally create prosperity and abundance. You can be rather tough-minded — that is, realistic and unsentimental — about saving money and practicing good financial management. Because you are not someone who wastes money, you traditionally foresee situations and provide for the future. Therefore, people trust they will receive equal shares of the resources or monies you make available to them.

Instinctively, 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.

Because of your strengths, you generally pause to hear what people want and need to say. You realize human beings feel valued when you pay attention to the thoughts or feelings they express. Frequently you provide a reality check — that is, an unbiased opinion of things as they truly are. Consistently your straightforward comments cause individuals or groups to find areas where they can agree rather than disagree.

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.

**STRATEGIC THINKING**

2. Learner

HOW YOU CAN THRIVE

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

WHY YOUR LEARNER IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

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

It's very likely that you may feel life is wonderful when you can channel your mental or physical energy into things that intrigue you. Perhaps your interest is piqued — that is, awakened or aroused — by certain activities, ideas, problems, opportunities, or people.

Driven by your talents, you feel really upbeat about life when your desire to acquire knowledge or skills is regularly satisfied. This means you grow increasingly unhappy with a job or assignment that fails to challenge your mind. Being forced to do the same thing day after day can be depressing. Even when individuals in positions of authority repeatedly reward you and tell you how much they value your performance, you eventually have much difficulty disguising your dissatisfaction.

Chances are good that you yearn to know a lot. It makes little sense to you to skim through a book and read only the highlights. You delve more deeply into intriguing subjects than most people do. You love to gather all kinds of information. This explains why you take time to grasp ideas that appear in print.

Instinctively, you thirst for new ideas and knowledge. Often you lose yourself in a book. You pore over the ideas contained on its pages for long stretches of time. Why? You want to absorb as much information as you can.

WHY YOU SUCCEED USING LEARNER

You love to learn, and you intuitively know how you learn best. Your natural ability to pick up and absorb information quickly and to challenge yourself to continually learn more keeps you on the cutting edge.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

- Become an early adopter of new technology, and keep your coworkers, friends and family informed. You learn quickly, and others will appreciate when you share and explain cutting-edge developments to them.
- Respect your desire to learn. Take advantage of educational opportunities in your community or at work. Discipline yourself to sign up for at least one new course or class each year.
- Find opportunities to expand your knowledge. Take on increasingly difficult topics, courses or projects. You love the challenge of a steep learning curve, so beware of learning plateaus.
- Be a catalyst for change. New rules, skills or circumstances might intimidate others. Your willingness to absorb new and different factors can calm their fears.
- Keep track of your learning progress. If a skill or topic has distinct levels or stages of learning, celebrate your progression from one level to the next. If not, create them for yourself. For example, set a goal of reading five books on a new subject.

WATCH OUT FOR BLIND SPOTS

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

**EXECUTING**

3. 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 YOUR CONSISTENCY IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

By nature, you periodically follow an established procedure for getting certain things done. You might identify the most pressing needs, then respond to each one according to its perceived importance or urgency.

Instinctively, you are inclined to be attentive to what people tell you. This explains why you are surprisingly knowledgeable about the thoughts or feelings of others. You place a priority on giving equal attention to every speaker, not just the people you like or those who share your interests. For that reason, your understanding of individuals and situations is undoubtedly much greater than that of nonstop talkers.

Because of your strengths, you bring a matter-of-fact awareness to situations that require hard work. You see the task, the resources, and the challenges for what they are. You are not prone to unrealistic or wishful thinking. Just as you like to labor in the company of friends, they often appreciate your ability to keep them grounded in practicality. Consequently, you and your friends can remain friends even after completing rigorous, demanding, or emotionally taxing projects.

It's very likely that you view your life much more favorably when you can say, "I gave that project my best effort, and I am pleased about the things I did right."

Chances are good that you are quite content when you have performed to the best of your ability. You probably waste little, if any, time wishing you had put more time or effort into a task. You trust yourself to evaluate the quality and the quantity of your work.

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.
- Cultivate a reputation for being the conscience of the groups you belong to. Make sure that those who truly perform well get the respect they deserve.
- Use your Consistency talents when you have to give someone unpleasant news. You are good at helping others understand the rationale behind difficult decisions, which will make the news easier on them — and you.

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.

**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.

By nature, you consistently measure up to your high expectations when working, studying, or playing.

Driven by your talents, you feel most fulfilled when you are busy and simply performing routine tasks. When you have nothing to do, typically you find something to do. Sitting around and wasting time does not suit you at all.

Instinctively, you usually feel in sync with life once you have helped clarify either your own or someone else's performance objectives. You enjoy talking with people who are keenly aware of their personal and professional goals.

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.

It's very likely that you sometimes congratulate yourself for being a good counselor. Certain people may keep coming back to you for words of wisdom. Others might seek your recommendations about how to handle problems or take advantage of opportunities.

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.

**EXECUTING**

5. Focus

HOW YOU CAN THRIVE

You can take a direction, follow through and make the corrections necessary to stay on track. You prioritize, then act.

WHY YOUR FOCUS IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

Driven by your talents, you may spend your time and energy contemplating what the coming months, years, or decades can offer you. From your perspective, the future might be full of possibilities for success. Through careful planning, you periodically identify what you must accomplish to reach objectives. Maybe you are preoccupied with things you can do. This partially explains why you sometimes refuse to be distracted by things you cannot do.

Because of your strengths, you sometimes question how well you are doing in certain aspects of your life. You might aspire to higher levels of excellence. Maybe you sense that your greatest accomplishments lie ahead. This partially explains why you spend time and energy addressing some of your shortcomings. Perhaps you think you jeopardize your chances of future success when you ignore certain deficiencies.

Chances are good that you look forward to days when you can make decisions about what to do and how to do it. Drifting haphazardly from one day to the next and from one year to the next makes you very uncomfortable. Why? You probably need to monitor your progress to avoid wasting time on the wrong activities.

It's very likely that you are somewhat reasonable about what you plan to accomplish in the future. Perhaps you can identify the steps and the order in which you must perform them. To some degree, this improves the chances of reaching your intended goal.

Instinctively, you might prefer mapping paths toward specific long-term goals. You occasionally create orderly or detailed tactics to secure particular objectives. Once in a while, you are energized by what you can accomplish.

WHY YOU SUCCEED USING FOCUS

You have a powerful ability to prioritize, set goals and work efficiently. You avoid time-consuming distractions and stay on track toward an overall objective.

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Set specific goals with timelines to motivate yourself.

- Attach timelines and measurements to your goals, and keep track of your progress. Regularly meeting your objectives will prove that you are moving forward and inspire you to do more.
- Try putting a daily “power hour” of complete focus on your calendar each week. During this hour, turn off all your social media alerts, get away from your email, find a committed space and work toward one important goal — and nothing else.
- Write down your goals and refer to them often. You will feel more in control of your life.
- In meetings, take responsibility for summarizing what the group decided, defining when the group will act on its decisions and setting a date to reconvene.
- Pay attention to those who think, act and talk less efficiently than you do. Sometimes their “detours” will lead to unexpected discoveries.

WATCH OUT FOR BLIND SPOTS

- You may focus so intently on your own work that you don’t notice when goals and priorities change. Remember to occasionally stop what you’re doing so you can re-evaluate your objectives.
- When you are absorbed in something, you may be slow to respond to others’ immediate needs and appear emotionally distant. Acknowledge that sometimes, you will have to stop and respond to interruptions from the important people in your life.

**EXECUTING**

6. 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.

**RELATIONSHIP BUILDING**

7. Positivity

HOW YOU CAN THRIVE

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

WHY 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**

8. Developer

HOW YOU CAN THRIVE

You recognize and cultivate the potential in others. You spot the signs of each small improvement and derive satisfaction from evidence of progress.

WHY 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.

WATCH OUT FOR BLIND SPOTS

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

**RELATIONSHIP BUILDING**

9. Incluser

HOW YOU CAN THRIVE

You accept others. You show awareness 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**

10. Maximizer

HOW YOU CAN THRIVE

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

WHY YOU SUCCEED USING MAXIMIZER

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

TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

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

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

WATCH OUT FOR BLIND SPOTS

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

Navigate the Rest of Your CliftonStrengths



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

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



Learner

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



Consistency

Create fair systems to establish and build trust.



Relator

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



Focus

Set specific goals with timelines to motivate yourself.



Arranger

Improve effectiveness and efficiency by reorganizing resources.



Positivity

Help others see the humor and positive side of life.



Developer

Recognize and cultivate the potential in others.



Includer

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



Maximizer

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

Your CliftonStrengths 34 Theme Sequence

1. Harmony

RELATIONSHIP BUILDING

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

2. 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.

3. 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.

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. 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.

6. 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.

7. 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.

8. 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.

9. Incluser

RELATIONSHIP BUILDING

People exceptionally talented in the Incluser theme accept others. They show awareness of those who feel left out and make an effort to include them.

10. 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.

11. 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.

12. Intellection

STRATEGIC THINKING

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

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. 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. Responsibility

EXECUTING

People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

16. Discipline

EXECUTING

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

17. Significance

INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

18. 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.

19. Empathy

RELATIONSHIP BUILDING

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

20. 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.

21. 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.

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. Ideation

STRATEGIC THINKING

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

24. 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.

25. 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.

26. Command

INFLUENCING

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

27. 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.

28. 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.

29. 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.

30. 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.

31. 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.

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. 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.

34. 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.