


CliftonStrengths[®]


DISCOVER THE ASSESSMENT EMPOWERING **OVER 25 MILLION PEOPLE TO SUCCEED**





GALLUP®

Unleash Your Talents

 The key to **success** is to fully

 understand how to

 apply your greatest **talents** and

 **strengths** in your everyday life.

PEOPLE WHO FOCUS ON USING THEIR STRENGTHS ...



as likely to report having an excellent quality of life



as likely to be engaged in their jobs

DO YOU GET TO DO WHAT YOU DO BEST EVERY DAY?

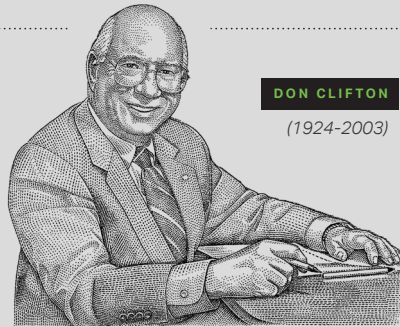
Only **1 in 4** can strongly agree that at work, they have the opportunity to do what they do best **every day**.

EVERYONE HAS TALENT

Talent is a naturally recurring pattern of thought, feeling, or behavior that can be productively applied.

Examples of talent include:

- effortlessly and instinctively starting conversations
- thinking in an orderly or timely manner
- easily and naturally influencing others
- seeing patterns in data
- consistently having a positive outlook on life



DON CLIFTON

(1924-2003)

“What will happen when we think about what is **right** with people rather than fixating on what is **wrong** with them?”



The CliftonStrengths® is the code that cracks open your awareness of your unique talents.



Starting conversations effortlessly and instinctively



Thinking in an orderly or timely manner



Influencing others easily and naturally

NAME IT!

CLAIM IT!

AIM IT!

Your report is a beginning, not an end.

Make a Difference Using What Makes You Exceptional

Your greatest potential for success comes from understanding your CliftonStrengths and using them every day.







TEAM SUCCESS

A strengths-based team is a group of imperfect but talented contributors valued for their strengths, who need one another to realize individual and team excellence.

- We know and intentionally use our unique talents and strengths.
- We know and appreciate each other's strengths.
- We combine our strengths with those of others on our team to achieve success.

THEMES ARE THE BASIC LANGUAGE OF TALENT

*Achiever Activator Adaptability Analytical Arranger
 Belief Command Communication Competition
 Connectedness Consistency Context Deliberative
 Developer Discipline Empathy Focus Futuristic Harmony
 Ideation Includer Individualization Input Intellection
 Learner Maximizer Positivity Relator Responsibility
 Restorative Self-Assurance Significance Strategic Woo*

There is no more effective  way to **empower people**  than to see each person in  terms of his or her **strengths**. 

CliftonStrengths® Themes

Achiever®	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.
Activator®	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.
Adaptability®	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.
Analytical®	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.
Arranger®	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.
Belief®	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.
Command®	People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.
Communication®	People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.
Competition®	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.
Connectedness®	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.
Consistency®	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.
Context®	People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.
Deliberative®	People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.
Developer®	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.
Discipline®	People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.
Empathy®	People exceptionally talented in the Empathy theme can sense other people’s feelings by imagining themselves in others’ lives or situations.

CliftonStrengths® Themes

Focus®	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.
Futuristic®	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.
Harmony®	People exceptionally talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.
Ideation®	People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.
Includer®	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.
Individualization®	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.
Input®	People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.
Intellection®	People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.
Learner®	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.
Maximizer®	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.
Positivity®	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.
Relator®	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.
Responsibility®	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.
Restorative™	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.
Self-Assurance®	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.
Significance®	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.
Strategic®	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.
Woo®	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.

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Achiever[®]

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.

I am (<i>being</i>)	>	a hard worker
I will (<i>doing</i>)	>	set the pace for production
I bring (<i>contribution</i>)	>	intensity and stamina of effort
I need (<i>requirement</i>)	>	freedom to work at my own pace
I love (<i>value</i>)	>	completing tasks
I hate (<i>value</i>)	>	a lack of diligence
Metaphor/Image	>	completing a race, getting to the finish line
Barrier Label	>	work is more important than people

THEME CONTRAST:

Achiever:	I want to get it done.
Activator:	I want to get it started.
Achiever:	Intense diligence
Intellection:	Intense thinking



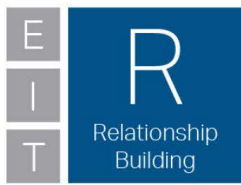
Activator[®]

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.

I am (<i>being</i>)	>	impatient with inactivity
I will (<i>doing</i>)	>	create momentum
I bring (<i>contribution</i>)	>	a catalytic sense of urgency
I need (<i>requirement</i>)	>	less discussion, more action
I love (<i>value</i>)	>	initiation, instigation
I hate (<i>value</i>)	>	waiting, wasting time
Metaphor/Image	>	getting out of the blocks quickly
Barrier Label	>	leaps before looking

THEME CONTRAST:

Activator:	There is no substitute for action.
Intellection:	There is no substitute for thinking.
Activator:	Do it until you get it right.
Deliberative:	Do it when you get it right.



Adaptability[®]

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.

I am (<i>being</i>)	>	a here-and-now person
I will (<i>doing</i>)	>	react with immediacy to the immediate
I bring (<i>contribution</i>)	>	a willingness to follow the lead of change
I need (<i>requirement</i>)	>	present pressures that demand an immediate response
I love (<i>value</i>)	>	spontaneity
I hate (<i>value</i>)	>	predictability
Metaphor/Image	>	like a river, go with the flow
Barrier Label	>	directionless

THEME CONTRAST:

Adaptability:	I like it when every day is different.
Discipline:	I like it when every day is the same.

Adaptability:	Responds to changes in an environment.
Arranger:	Initiates or manages changes in an environment.



Analytical[®]

People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.

I am (<i>being</i>)	>	logical and objective in approach
I will (<i>doing</i>)	>	find simplicity in the midst of complexity
I bring (<i>contribution</i>)	>	dispassionate thinking to emotional issues
I need (<i>requirement</i>)	>	time to think
I love (<i>value</i>)	>	data and facts
I hate (<i>value</i>)	>	things that are not or cannot be proven
Metaphor/Image	>	a reduction — boiling down to essence
Barrier Label	>	paralysis by analysis

THEME CONTRAST:

Analytical:	My head guides me.
Empathy:	My heart guides me.

Analytical:	Truth is objective and must be measured.
Connectedness:	Truth is spiritual and may be invisible.



Arranger®

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.

I am (<i>being</i>)	>	comfortable with lots of moving parts
I will (<i>doing</i>)	>	work effectively and efficiently through others
I bring (<i>contribution</i>)	>	flexibility and interactivity
I need (<i>requirement</i>)	>	a dynamic environment
I love (<i>value</i>)	>	initiating and managing necessary change
I hate (<i>value</i>)	>	resistance to necessary change
Metaphor/Image	>	a maestro, a coordinator
Barrier Label	>	difficult to follow because of frequent rearrangements

THEME CONTRAST:

Arranger:	Multiplicity
Focus:	Singularity

Arranger:	A juggler who momentarily touches all the balls.
Responsibility:	A football player who tenaciously holds on to the ball.



Belief®

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.

I am (<i>being</i>)	>	passionate, uncompromising about core values
I will (<i>doing</i>)	>	make sacrifices for things that are important
I bring (<i>contribution</i>)	>	values stability, clarity, conviction
I need (<i>requirement</i>)	>	a cause or purpose for which to live
I love (<i>value</i>)	>	altruism
I hate (<i>value</i>)	>	anything that does not mesh/align with my beliefs
Metaphor/Image	>	missionary for some idea
Barrier Label	>	set in ways

THEME CONTRAST:

Belief:	There is only one right way, so I will not be distracted by other paths.
Strategic:	There are many possible ways, so I must consider them all.

Belief:	Seeing comes with believing.
Analytical:	Believing comes with seeing.



Command[®]

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

I am (<i>being</i>)	>	direct and decisive
I will (<i>doing</i>)	>	push back when pushed
I bring (<i>contribution</i>)	>	emotional clarity
I need (<i>requirement</i>)	>	challenges and conflicts
I love (<i>value</i>)	>	exerting control in situations that seem out of control
I hate (<i>value</i>)	>	passivity and avoidance
Metaphor/Image	>	comfortable in the driver's seat
Barrier Label	>	bossy, dictator

THEME CONTRAST:

Command:	Creates clarity through polarization.
Harmony:	Creates consensus through harmonization.
Command:	People are drawn to you because they know what you think.
Empathy:	People are drawn to you because you know what they feel.



Communication[®]

People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

I am (<i>being</i>)	>	verbally expressive
I will (<i>doing</i>)	>	connect with others through words
I bring (<i>contribution</i>)	>	attention to messages that must be heard
I need (<i>requirement</i>)	>	a sounding board, an audience
I love (<i>value</i>)	>	stories and storytellers
I hate (<i>value</i>)	>	experience without expression
Metaphor/Image	>	silence is not golden
Barrier Label	>	blabbermouth

THEME CONTRAST:

Communication:	I think and learn best when I can talk with others.
Intellection:	I think and learn best when I can be alone and quiet.
Communication:	Telling a story helps others understand my message.
Context:	The re-telling of history helps others remember the past.



Competition[®]

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.

I am (<i>being</i>)	>	aware of my competitors
I will (<i>doing</i>)	>	strive to win
I bring (<i>contribution</i>)	>	an aspiration to be the best
I need (<i>requirement</i>)	>	peers for comparison and motivation
I love (<i>value</i>)	>	a chance to go against the best
I hate (<i>value</i>)	>	coming in second
Metaphor/Image	>	no consolation prizes — the gold medal is the only medal
Barrier Label	>	sore loser

THEME CONTRAST:

Competition:	When I watch others perform, I get better.
Significance:	When others watch me perform, I get better.
Competition:	The scoreboard measures my progress and validates victory.
Analytical:	Data quantify experience and validate theories.



Connectedness[®]

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.

I am (<i>being</i>)	>	incredibly aware of the borderless and timeless human family
I will (<i>doing</i>)	>	integrate parts into wholes
I bring (<i>contribution</i>)	>	an appreciation of the mystery and wonder of life and all creation
I need (<i>requirement</i>)	>	to be part of something bigger than myself: a family, a team, an organization, a global community, a cosmos
I love (<i>value</i>)	>	circles of life and threads of continuity
I hate (<i>value</i>)	>	an "us vs. them" mentality
Metaphor/Image	>	person as body, mind and spirit
Barrier Label	>	flaky, new-ager, not in touch with reality

THEME CONTRAST:

Connectedness:	Accepts mystery.
Analytical:	Proves truth.
Connectedness:	Aware of the inherent, invisible unity that already exists.
Includer:	Aware of the invisible social exclusion that often exists.



Consistency[®]

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.

I am (<i>being</i>)	>	more interested in group needs than individual wants
I will (<i>doing</i>)	>	reduce variance and increase uniformity
I bring (<i>contribution</i>)	>	rules and policies that promote cultural predictability
I need (<i>requirement</i>)	>	standard operating procedures
I love (<i>value</i>)	>	repeating things in the exact same way
I hate (<i>value</i>)	>	unnecessary customization
Metaphor/Image	>	a flock of geese in formation
Barrier Label	>	rules trump relationships and results

THEME CONTRAST:

Consistency:	Treating people similarly promotes fairness.
Individualization:	Treating people differently promotes fairness.

Consistency:	I like merry-go-rounds.
Adaptability:	I like roller coasters.



Context[®]

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

I am (<i>being</i>)	>	appreciative of my predecessors and prior events
I will (<i>doing</i>)	>	remember important history
I bring (<i>contribution</i>)	>	accurate memories and valuable memorabilia
I need (<i>requirement</i>)	>	relevant background for discussions/decisions
I love (<i>value</i>)	>	the retrospective
I hate (<i>value</i>)	>	when the past is forgotten
Metaphor/Image	>	rearview mirror — essential for safe driving
Barrier Label	>	stuck in the past

THEME CONTRAST:

Context:	I naturally remember and revere what has been.
Futuristic:	I naturally anticipate and imagine what could or should be.

Context:	I can proceed when I understand the history.
Focus:	I can proceed when the goal is clear.



Deliberative[®]

People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.

I am (<i>being</i>)	>	a vigilant observer of potential risk
I will (<i>doing</i>)	>	anticipate things that could go wrong
I bring (<i>contribution</i>)	>	a thorough and conscientious approach
I need (<i>requirement</i>)	>	time to listen and think before being expected to speak
I love (<i>value</i>)	>	restraint and caution in the face of risk
I hate (<i>value</i>)	>	a rush to judgment
Metaphor/Image	>	an ounce of prevention is worth a pound of cure; a jury must deliberate before there is a verdict
Barrier Label	>	hesitant — it's the early bird that gets the worm

THEME CONTRAST:

Deliberative:	Like a brake, I tend to slow things down.
Activator:	Like an accelerator, I tend to speed things up.

Deliberative:	Socially cautious
Woo:	Intense thinking



Developer[®]

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.

I am (<i>being</i>)	>	patient with the inexperienced and unseasoned
I will (<i>doing</i>)	>	get satisfaction from the growth of others
I bring (<i>contribution</i>)	>	a commitment (time and energy) to human growth
I need (<i>requirement</i>)	>	someone to invest in
I love (<i>value</i>)	>	human potential and progress
I hate (<i>value</i>)	>	wasted or unrealized potential
Metaphor/Image	>	a parent's patience with a baby learning to walk
Barrier Label	>	wastes time on low performers

THEME CONTRAST:

Developer:	I notice and promote growth in others.
Maximizer:	I notice and promote excellence.

Developer:	Interested in getting people done.
Maximizer:	Interested in getting work done.



Discipline[®]

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

I am (<i>being</i>)	>	an efficient manager of limited resources
I will (<i>doing</i>)	>	plan in advance and then follow the plan
I bring (<i>contribution</i>)	>	precision and detail orientation
I need (<i>requirement</i>)	>	a structured and organized environment
I love (<i>value</i>)	>	things that are organized and orderly
I hate (<i>value</i>)	>	chaos and confusion, flying by the seat of one's pants
Metaphor/Image	>	having their ducks in a row
Barrier Label	>	may be resistant to change

THEME CONTRAST:

Discipline:	I meet deadlines because it makes me feel good.
Responsibility:	I meet deadlines because it makes others respect me.

Discipline:	Can't see the forest for the trees.
Connectedness:	Can't see the trees for the forest.



Empathy[®]

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

I am (<i>being</i>)	>	an emotional person
I will (<i>doing</i>)	>	make the visceral explicit
I bring (<i>contribution</i>)	>	emotional intelligence
I need (<i>requirement</i>)	>	freedom to laugh, cry, vent
I love (<i>value</i>)	>	the gladness, sadness, madness of humanity
I hate (<i>value</i>)	>	those things that block or limit emotional expression
Metaphor/Image	>	a person's affect will often determine their effect
Barrier Label	>	bleeding heart

THEME CONTRAST:

Empathy:	I usually can tell how someone feels.
Individualization:	I usually can tell who someone is.

Empathy:	Intuition helps me decide what to do.
Analytical:	Data help me decide what to do.



Focus[®]

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.

I am (<i>being</i>)	>	intensely and intentionally single-minded
I will (<i>doing</i>)	>	persevere until the goal is reached
I bring (<i>contribution</i>)	>	clarity through concentration and direction
I need (<i>requirement</i>)	>	a goal to establish priorities
I love (<i>value</i>)	>	to begin with the end in mind
I hate (<i>value</i>)	>	going off on misdirected tangents
Metaphor/Image	>	"in the zone"
Barrier Label	>	destination mentality may limit enjoyment of the journey

THEME CONTRAST:

Focus:	I have a goal.
Futuristic:	I have a dream.
Focus:	I have a goal I plan to reach.
Discipline:	I have a plan to reach my goal.



Futuristic[®]

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.

I am (<i>being</i>)	>	fascinated with tomorrow
I will (<i>doing</i>)	>	anticipate and imagine what could or should be
I bring (<i>contribution</i>)	>	previews, predictions, forecasts
I need (<i>requirement</i>)	>	opportunities to talk about the foreseen future
I love (<i>value</i>)	>	the inspiration that comes from dreaming
I hate (<i>value</i>)	>	contentment with the status quo
Metaphor/Image	>	visionary
Barrier Label	>	head in the clouds

THEME CONTRAST:

Futuristic:	I'm so preoccupied with tomorrow that I'm not ready for today.
Adaptability:	I'm so occupied with today that I'm not ready for tomorrow.
Futuristic:	I can see a better world.
Strategic:	I can see the route that will take us to a better world.



Harmony[®]

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

I am (<i>being</i>)	>	calm, even-keeled
I will (<i>doing</i>)	>	seek to eliminate the waste of emotional energy
I bring (<i>contribution</i>)	>	a peace-loving, conflict-resistant approach
I need (<i>requirement</i>)	>	areas of agreement, common ground
I love (<i>value</i>)	>	the sacrifice of personal agendas to facilitate group performance
I hate (<i>value</i>)	>	negative effects of friction
Metaphor/Image	>	smoothing ruffled feathers
Barrier Label	>	afraid of conflict

THEME CONTRAST:

Harmony:	Let's do what works best.
Belief:	I want to do what matters most.

Harmony:	Being interdependent, I willingly defer to experts.
Self-Assurance:	Being independent, I confidently rely on my own expertise.



Ideation[®]

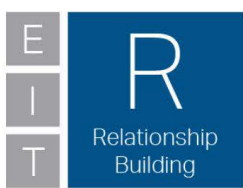
People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

I am (<i>being</i>)	>	unaffected by the ambiguity and risk of innovation
I will (<i>doing</i>)	>	think outside the box
I bring (<i>contribution</i>)	>	new and fresh perspectives
I need (<i>requirement</i>)	>	freedom to explore possibilities without restraints or limits
I love (<i>value</i>)	>	coming up with something brand new
I hate (<i>value</i>)	>	doing what we have always done
Metaphor/Image	>	creativity of an artist, blank canvas or page, lump of clay
Barrier Label	>	impractical

THEME CONTRAST:

Ideation:	I open the windows of my mind to increase the possibility of discovery.
Focus:	I close the windows of my mind to decrease the possibility of distraction.

Ideation:	A blue-sky approach of creative innovation is the best way to get a competitive advantage.
Harmony:	The down-to-earth approach of efficient collaboration is the best way to get a competitive advantage.



Includer[®]

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.

I am (<i>being</i>)	>	aware of exclusion and understand its repercussions
I will (<i>doing</i>)	>	shrink the gap between the haves and have-nots
I bring (<i>contribution</i>)	>	a high level of tolerance with and acceptance of diversity
I need (<i>requirement</i>)	>	room for everyone
I love (<i>value</i>)	>	assimilation and integration
I hate (<i>value</i>)	>	cliques
Metaphor/Image	>	motto — all are welcome here
Barrier Label	>	indiscriminate

THEME CONTRAST:

Includer:	I work for the acceptance of those on the outside.
Harmony:	I work for the agreement of those on the inside.
Includer:	Be indiscriminately accepting of all who are on the bus.
Maximizer:	Be discriminatingly selective about who gets on the bus.



Individualization[®]

People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.

I am (<i>being</i>)	>	a customizer
I will (<i>doing</i>)	>	see the potential in human diversity rather than its problem
I bring (<i>contribution</i>)	>	an understanding of people that is valuable for placement
I need (<i>requirement</i>)	>	individual expectations that are created to fit a person
I love (<i>value</i>)	>	people getting to do what they do best
I hate (<i>value</i>)	>	a one-size-fits-all approach
Metaphor/Image	>	casting director — uses intelligence about people
Barrier Label	>	sacrifices group need for individual needs

THEME CONTRAST:

Individualization:	I know who you are.
Relator:	I want to know you, and I want you to know me.
Individualization:	Starts with a person and finds the right job for them.
Arranger:	Starts with a job that needs to get done and finds the right person for it.



Input[®]

People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

I am (<i>being</i>)	>	utilitarian resource collector
I will (<i>doing</i>)	>	hang on to things that could be helpful resources for others
I bring (<i>contribution</i>)	>	tangible tools that can facilitate growth and performance
I need (<i>requirement</i>)	>	space to store the resources I naturally acquire
I love (<i>value</i>)	>	to provide relevant and tangible help
I hate (<i>value</i>)	>	not having things that would be useful to others
Metaphor/Image	>	sponge — absorbent (input) dispenser (output)
Barrier Label	>	packrat with too much lying around

THEME CONTRAST:

Input:	I love to collect things that are potentially helpful.
Learner:	I love the process of learning.

Input:	I help people by sharing tangible tools I have acquired.
Ideation:	I help people by sharing creative ideas I have conceived.



Intellection[®]

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

I am (<i>being</i>)	>	conceptual, deep, solitary
I will (<i>doing</i>)	>	see thinking as synonymous with doing
I bring (<i>contribution</i>)	>	depth of understanding and wisdom
I need (<i>requirement</i>)	>	time for reflection and meditation
I love (<i>value</i>)	>	the theoretical because it is the precursor to the practical
I hate (<i>value</i>)	>	a thoughtless approach to anything
Metaphor/Image	>	drilling deep, plumbing the depths
Barrier Label	>	isolated and aloof

THEME CONTRAST:

Intellection:	An inquiring approach to growth and learning.
Input:	An acquiring approach to growth and learning.

Intellection:	Thinks about concepts that need to be understood.
Restorative:	Thinks about problems that need to be solved.



Learner[®]

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.

I am (<i>being</i>)	>	one who enjoys the experience of being a learner
I will (<i>doing</i>)	>	follow the things that interest me
I bring (<i>contribution</i>)	>	a learning perspective
I need (<i>requirement</i>)	>	exposure to new information and experiences
I love (<i>value</i>)	>	to live on the frontier/the cutting edge
I hate (<i>value</i>)	>	knowing it all and know-it-alls
Metaphor/Image	>	yes to learning curves, no to learning plateaus
Barrier Label	>	curiosity may lead to irrelevance or non-productivity

THEME CONTRAST:

Learner:	My interests guide my intentions.
Focus:	My intentions guide my interests.
Learner:	I am always interested in learning something new.
Woo:	I am always interested in meeting someone new.



Maximizer[®]

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.

I am (<i>being</i>)	>	committed to excellence
I will (<i>doing</i>)	>	focus on what is strong and manage around what is weak
I bring (<i>contribution</i>)	>	a quality orientation
I need (<i>requirement</i>)	>	quality to be valued as much as quantity
I love (<i>value</i>)	>	a maximum return on investments
I hate (<i>value</i>)	>	an obsession with weakness fixing
Metaphor/Image	>	good-to-great, good-better-best
Barrier Label	>	picky, never satisfied

THEME CONTRAST:

Maximizer:	I aspire to meet or exceed a standard of excellence.
Competition:	I aspire to be number one.
Maximizer:	I want to build something great.
Restorative:	I want to fix something broken.



Positivity[®]

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.

I am (<i>being</i>)	>	optimistic, hopeful, fun-loving
I will (<i>doing</i>)	>	lift and lighten emotional environments
I bring (<i>contribution</i>)	>	contagious energy and enthusiasm
I need (<i>requirement</i>)	>	freedom to experience the joy and drama of life
I love (<i>value</i>)	>	living life to its fullest
I hate (<i>value</i>)	>	negative people who drain the life out of others
Metaphor/Image	>	glass is half full, not half empty
Barrier Label	>	naïve

THEME CONTRAST:

Positivity:	light-hearted
Analytical:	serious-minded

Positivity:	Praise can't be overdone, so I am generous with it.
Deliberative:	Praise can be overdone, so I use it sparingly.



Relator[®]

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.

I am (<i>being</i>)	>	genuine and authentic
I will (<i>doing</i>)	>	get to know more about the people closest to me
I bring (<i>contribution</i>)	>	social depth and transparency
I need (<i>requirement</i>)	>	time and opportunities for one-on-one interactions
I love (<i>value</i>)	>	close, caring, mutual relationships
I hate (<i>value</i>)	>	the initial social discomfort of meeting someone new
Metaphor/Image	>	knowing and being known by friends
Barrier Label	>	cliquish cronyism

THEME CONTRAST:

Relator:	Socially transparent, I invite my friends in.
Includer:	Socially inclusive, I invite outsiders in.

Relator:	I want to get to know more about the people I already know.
Woo:	I want to get to know more people.



Responsibility[®]

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.

I am (<i>being</i>)	>	someone others often trust to get things done
I will (<i>doing</i>)	>	keep promises and follow through on commitments
I bring (<i>contribution</i>)	>	dependability and loyalty
I need (<i>requirement</i>)	>	freedom to take ownership
I love (<i>value</i>)	>	the respect of others
I hate (<i>value</i>)	>	disappointing others and being disappointed by others
Metaphor/Image	>	serious owner — not disinterested renter
Barrier Label	>	can't say no or let go

THEME CONTRAST:

Responsibility:	If you can't do it right, don't do it.
Activator:	Doing something is always better than not doing anything.

Responsibility:	I feel intense guilt when I fail to do something right.
Significance:	I feel intense regret when I miss an opportunity to succeed.



Restorative[™]

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.

I am (<i>being</i>)	>	not intimidated by points of pain or dysfunction
I will (<i>doing</i>)	>	look for the bug in the system, and diagnose what ails
I bring (<i>contribution</i>)	>	courage and creativity to problematic situations
I need (<i>requirement</i>)	>	problems that must be solved
I love (<i>value</i>)	>	finding solutions
I hate (<i>value</i>)	>	the idea that problems will disappear if they are ignored
Metaphor/Image	>	a detective; inspecting and finding a solution
Barrier Label	>	perceived as negative because of association with problems

THEME CONTRAST:

Restorative:	Troubleshooter
Strategic:	Map-maker

Restorative:	I intentionally invade problem areas to restore the original state.
Positivity:	I intentionally evade problem areas to maintain my emotional state.



Self-Assurance[®]

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.

I am (<i>being</i>)	>	internally confident in the midst of external uncertainty
I will (<i>doing</i>)	>	seek to exert influence rather than be influenced
I bring (<i>contribution</i>)	>	a willingness to take necessary risks
I need (<i>requirement</i>)	>	freedom to act unilaterally and independently
I love (<i>value</i>)	>	being in control of my own destiny
I hate (<i>value</i>)	>	others telling me what to do
Metaphor/Image	>	internal compass, marches to beat of different drum
Barrier Label	>	arrogant, over-confident, self-sufficient

THEME CONTRAST:

Self-Assurance:	Anticipates risk so that it can be engaged and overcome.
Deliberative:	Anticipates risk so that it can be avoided and minimized
Self-Assurance:	Certainty
Learner:	Curiosity



Significance[®]

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.

I am (<i>being</i>)	>	interested in being seen as significant so that I can accomplish something significant
I will (<i>doing</i>)	>	be motivated and influenced by the perceptions of others
I bring (<i>contribution</i>)	>	a desire for wanting more
I need (<i>requirement</i>)	>	an appreciative audience that will bring out my best
I love (<i>value</i>)	>	associating with successful people
I hate (<i>value</i>)	>	being invisible to or ignored by others
Metaphor/Image	>	natural performer who is comfortable with the visibility of center stage/bright lights
Barrier Label	>	attention hound, showboat

THEME CONTRAST:

Significance:	I want to be admired so I must do something admirable.
Woo:	I want to win others over so I must be winsome.
Significance:	To be seen and heard is my desire.
Deliberative:	To watch and listen is my desire.



Strategic[®]

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.

I am (<i>being</i>)	>	willing to consider all the possibilities so the best isn't missed
I will (<i>doing</i>)	>	find the best route moving forward
I bring (<i>contribution</i>)	>	creative anticipation, imagination, persistence
I need (<i>requirement</i>)	>	freedom to make mid-course corrections
I love (<i>value</i>)	>	seeing a way when others assume there is no way
I hate (<i>value</i>)	>	doing things the way we have always done them
Metaphor/Image	>	great peripheral vision — can see the whole field
Barrier Label	>	always has to try something different

THEME CONTRAST:

Strategic:	Natural evaluator of possibilities.
Analytical:	Natural evaluator of realities.

Strategic:	Considers alternative routes.
Focus:	Concentrates on a singular destination.



Woo[®]

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.

I am (<i>being</i>)	>	socially fast and outgoing
I will (<i>doing</i>)	>	take the social initiative
I bring (<i>contribution</i>)	>	energy to social situations
I need (<i>requirement</i>)	>	social variability
I love (<i>value</i>)	>	meeting someone I haven't met before
I hate (<i>value</i>)	>	a static or shrinking social network
Metaphor/Image	>	breaking the ice — first to offer a handshake
Barrier Label	>	phony, superficial

THEME CONTRAST:

Woo:	Can build a broad social network.
Relator:	Can build a deep social network.

Woo:	Winning others over.
Competition:	Winning over others.

Thinking About Your Signature Themes

CliftonStrengths Provides Clues to Your Greatest Talents

After completing the CliftonStrengths assessment, you receive a customized report of your top five CliftonStrengths. Your top five are a ranked listing of the categories in which you can most likely find your most dominant talents. Your top five themes make you as unique as your signature. That is why Gallup calls them your Signature Themes.

Closely look at the descriptions of talents associated with your dominant themes, and use the following sections to help you understand and start to interpret the findings in your report.

At First Glance

What was your initial reaction to seeing your CliftonStrengths 34 report?

How well do your Signature Themes describe the ways in which you most naturally think, feel and behave?

Did any of your top five themes surprise you?

In Your Own Words

Identify what your top five CliftonStrengths themes mean to you.

Carefully read the descriptions of each of your top five CliftonStrengths themes and identify parts of the theme descriptions that are undeniably you. Next, describe a recent situation when you used your themes.

My Top Five CliftonStrengths Themes	Why It Can Be a Strength and What It Can Enable Me to Do	A Recent Situation When I Used This Theme
1		
2		
3		
4		
5		

The Unique Way You View the World Around You

It's one thing to have the opportunity to use your CliftonStrengths every day. It's another to know exactly how they make a positive difference in your academic success and add value to the engagement and wellbeing of others.

Complete the table below to discover the ways in which you can use your strengths for success and add value to others.

Your Top Five CliftonStrengths Themes	What This Theme Means to You	How You Have Used This Theme For Academic Success	The Positive Results of You Using This Theme, The Value This Theme Can Bring to You and Others
1			
2			
3			
4			
5			

Theme Map

THEME

Characteristics *(words that describe me):*

The Value I Bring:

The Role I Play *(words that describe who I am):*

The Needs I Have:

My Motivations *(what I love/dislike):*