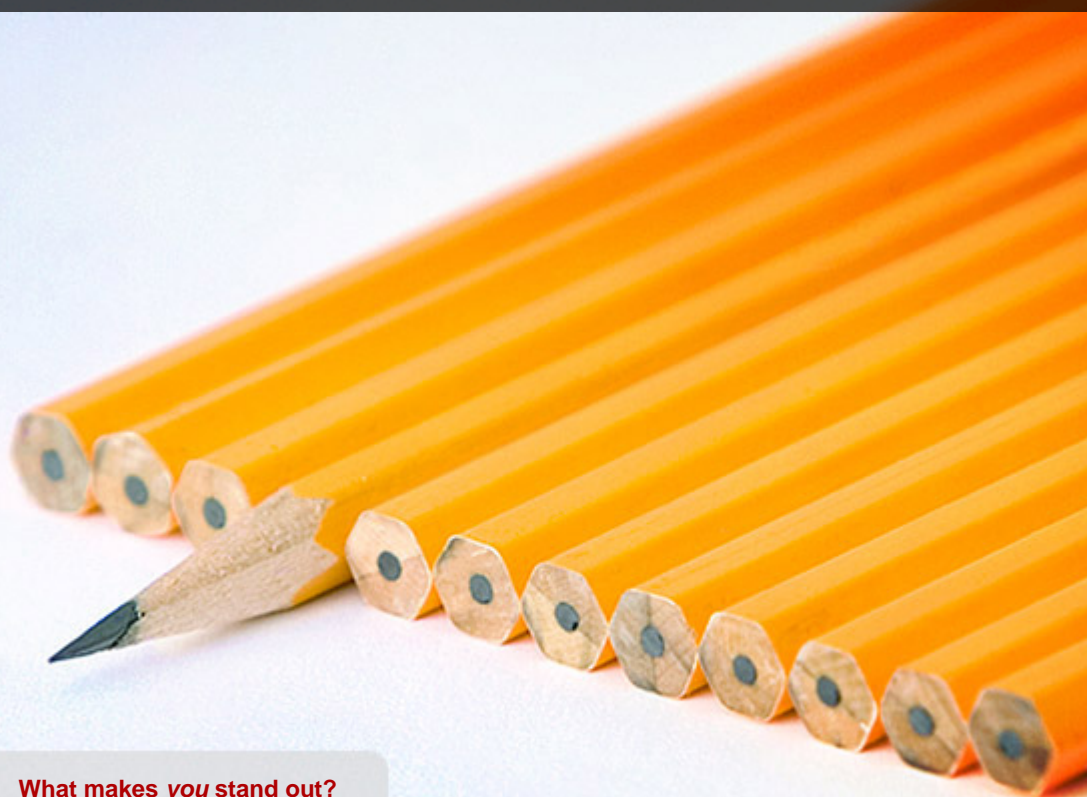


clifton
strengthsfinder 2.0

Strengths Discovery and Action-Planning Guide



What makes *you* stand out?

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MIKE JAY

Your Top 5 Themes

Ideation

Strategic

Activator

Command

Self-Assurance

What's in This Guide?

- For each of your top five themes, you will find:
 - A brief Shared Theme Description
 - Your Personalized Strengths Insights, which describe what makes you stand out from others with the same theme in their top five
 - Some examples of what the theme "sounds like" — real quotes from people who also have the theme in their top five
 - 10 Ideas for Action
- A Strengths Discovery Activity to get you thinking about how your talents and your investment work together to build strengths that you can apply to your work and personal life
- A Strengths-Based Action Plan for review with a friend, manager, or colleague

IDEATION

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you routinely contrive innovative ideas. The art of invention stimulates your mind. You likely spring from one original thought to an entirely different one. You usually find unique ways to link two or more concepts. It's very likely that you spontaneously tune in to what others think of you as a person and as a professional. As a result, you intentionally commit to memory complicated and intricate words as well as specialized terminology. You use language to your advantage in situations when you desire to influence, confront, make demands of, or issue orders to people. Your vocabulary allows you to speak with authority. Chances are good that you are concerned about what individuals think of you. You want them to recognize your ability to involve all kinds of people in groups or activities. Knowing others are watching and judging you is probably highly motivating. By nature, you frequently identify parts of your life you want to change for the better. You also seek ways to upgrade things. You feel renewed mentally, physically, and emotionally each time you turn around a situation with your innovative thinking.

Ideation sounds like this:

Mark B., writer: "My mind works by finding connections between things. When I was hunting down the Mona Lisa in the Louvre museum, I turned a corner and was blinded by the flashing of a thousand cameras snapping the tiny picture. For some reason, I stored that visual image away. Then I noticed a 'No Flash Photography' sign, and I stored that away too. I thought it was odd because I remembered reading that flash photography can harm paintings. Then about six months later, I read that the Mona Lisa has been stolen at least twice in this century. And suddenly I put it all together. The only explanation for all these facts is that the real Mona Lisa is not on display in the Louvre. The real Mona Lisa has been stolen, and the museum, afraid to admit their carelessness, has installed a fake. I don't know if it's true, of course, but what a great story."

Andrea H., interior designer: "I have the kind of mind where everything has to fit together or I start to feel very odd. For me, every piece of furniture represents an idea. It serves a discrete function both independently and in concert with every other piece. The 'idea' of each piece is so powerful in my mind, it must be obeyed. If I am sitting in a room where the chairs are somehow not fulfilling their discrete function -- they're the wrong kind of chairs or they're facing the wrong way or they're pushed up too close to the coffee table -- I find myself getting physically uncomfortable and mentally distracted. Later, I won't be able to get it out of my mind. I'll find myself awake at 3:00 a.m., and I walk through the person's house in my mind's eye, rearranging the furniture and repainting the walls. This

started happening when I was very young, say seven years old."

Ideas for Action:

- Seek a career in which you will be given credit for and paid for your ideas, such as marketing, advertising, journalism, design, or new product development.
- You are likely to get bored quickly, so make some small changes in your work or home life. Experiment. Play mental games with yourself. All of these will help keep you stimulated.
- Finish your thoughts and ideas before communicating them. Lacking your Ideation talents, others might not be able to "join the dots" of an interesting but incomplete idea and thus might dismiss it.
- Not all your ideas will be equally practical or serviceable. Learn to edit your ideas, or find a trusted friend or colleague who can "proof" your ideas and identify potential pitfalls.
- Understand the fuel for your Ideation talents: When do you get your best ideas? When you're talking with people? When you're reading? When you're simply listening or observing? Take note of the circumstances that seem to produce your best ideas, and recreate them.
- Schedule time to read, because the ideas and experiences of others can become your raw material for new ideas. Schedule time to think, because thinking energizes you.
- You are a natural fit with research and development; you appreciate the mindset of visionaries and dreamers. Spend time with imaginative peers, and sit in on their brainstorming sessions.
- Partner with someone with strong Analytical talents. This person will question you and challenge you, therefore strengthening your ideas.
- Sometimes you lose others' interest because they cannot follow your abstract and conceptual thinking style. Make your ideas more concrete by drawing pictures, using analogies or metaphors, or simply explaining your concepts step by step.
- Feed your Ideation talents by gathering knowledge. Study fields and industries different from your own. Apply ideas from outside, and link disparate ideas to generate new ones.

STRATEGIC

Shared Theme Description

People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you pay close attention to what is going on around you. You listen. You quiz

people. You read. You probably take notes on key points. As you accumulate lots of information, you disregard what is unrelated, and pay heed to what is really important. The more you reflect on what you know, problems begin to reveal themselves, and eventually solutions start taking shape in your mind. Finally, given the situation, you select the best plan from your list of options. By nature, you customarily pinpoint the core problems and identify the best solutions. You artfully and skillfully eliminate distractions. This helps people gain a clear understanding of what is happening and why it is happening. You frequently identify ways to transform an obstacle into an opportunity. Instinctively, you are innovative, inventive, original, and resourceful. Your mind allows you to venture beyond the commonplace, the familiar, or the obvious. You entertain ideas about the best ways to reach a goal, increase productivity, or solve a problem. First, you think of alternatives. Then, you choose the best option. Driven by your talents, you are known for your ease with language. This ability serves you well when you need to talk with newcomers or outsiders. Your vocabulary probably allows you to tell stories or express your ideas with great clarity.

Strategic sounds like this:

Liam C., manufacturing plant manager: "It seems as if I can always see the consequences before anyone else can. I have to say to people, 'Lift up your eyes; look down the road a ways. Let's talk about where we are going to be next year so that when we get to this time next year, we don't have the same problems.' It seems obvious to me, but some people are just too focused on this month's numbers, and everything is driven by that."

Vivian T., television producer: "I used to love logic problems when I was a kid -- you know, the ones where 'if A implies B, and B equals C, does A equal C?' Still today, I am always playing out repercussions, seeing where things lead. I think it makes me a great interviewer. I know that nothing is an accident; every sign, every word, every tone of voice has significance. So I watch for these clues and play them out in my head, see where they lead, and then plan my questions to take advantage of what I have seen in my head."

Simon T., human resources executive: "We really needed to take the union on at some stage, and I saw an opportunity -- a very good issue to take them on. I could see that they were going in a direction that would lead them into all kinds of trouble if they continued following it. Lo and behold, they did continue following it, and when they arrived, there I was, ready and waiting. I suppose it just comes naturally to me to predict what someone else is going to do. And then when that person reacts, I can respond immediately because I have sat down and said, 'Okay, if they do this, we'll do this. If they do that, then we'll do this other thing.' It's like when you tack in a sailboat. You head in one direction, but you jinx one way, then another, planning and reacting, planning and reacting."

Ideas for Action:

- Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you. Remember that this musing time is essential to strategic thinking.

- You can see repercussions more clearly than others can. Take advantage of this ability by planning your range of responses in detail. There is little point in knowing where events will lead if you are not ready when you get there.
- Find a group that you think does important work, and contribute your strategic thinking. You can be a leader with your ideas.
- Your strategic thinking will be necessary to keep a vivid vision from deteriorating into an ordinary pipe dream. Fully consider all possible paths toward making the vision a reality. Wise forethought can remove obstacles before they appear.
- Make yourself known as a resource for consultation with those who are stumped by a particular problem or hindered by a particular obstacle or barrier. By naturally seeing a way when others are convinced there is no way, you will lead them to success.
- You are likely to anticipate potential issues more easily than others. Though your awareness of possible danger might be viewed as negativity by some, you must share your insights if you are going to avoid these pitfalls. To prevent misperception of your intent, point out not only the future obstacle, but also a way to prevent or overcome it. Trust your insights, and use them to ensure the success of your efforts.
- Help others understand that your strategic thinking is not an attempt to belittle their ideas, but is instead a natural propensity to consider all the facets of a plan objectively. Rather than being a naysayer, you are actually trying to examine ways to ensure that the goal is accomplished, come what may. Your talents will allow you to consider others' perspectives while keeping your end goal in sight.
- Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, your intuitions are created by a brain that instinctively anticipates and projects. Have confidence in these perceptions.
- Partner with someone with strong Activator talents. With this person's need for action and your need for anticipation, you can forge a powerful partnership.
- Make sure that you are involved in the front end of new initiatives or enterprises. Your innovative yet procedural approach will be critical to the genesis of a new venture because it will keep its creators from developing deadly tunnel vision.

ACTIVATOR

Shared Theme Description

People who are especially talented in the Activator theme can make things happen by turning thoughts into action. They are often impatient.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you probably stimulate individuals to be more enthusiastic about what they are doing. How? You repeatedly remind them that you truly value their contributions, talents, experience, and expertise. By nature, you inspire enthusiasm in people with your words and deeds. You envision

yourself being in charge of an important group one day. You are eager to set directions, make decisions, and assume responsibilities. You look forward to the benefits and privileges of rank. Chances are good that you regularly energize people with your ideas about what can be changed or done better. You frequently describe how individuals or groups can benefit from your suggestions. Your optimistic approach is apt to inspire people to design improvement plans. You probably rally individuals to support and execute those plans. Instinctively, you notice that people heed your demands. What you say and how you say it can even frighten and threaten people. You have probably used this effect to influence individuals to do what you want.

Activator sounds like this:

Jane C., Benedictine nun: "When I was prioress in the 1970s, we were hit by the energy shortage, and costs skyrocketed. We had a hundred and forty acres, and I walked the acreage every day pondering what we should do about this energy shortage. Suddenly I decided that if we had that much land, we should be drilling our own gas well, and so we did. We spent one hundred thousand dollars to drill a gas well. If you have never drilled a gas well, you probably don't realize what I didn't realize: namely, that you have to spend seventy thousand dollars just to drill to see if you have any gas on your property at all. So they dug down with some kind of vibratory camera thing, and they told me that I had a gas pool. But they didn't know how large the pool was, and they didn't know if there was enough pressure to bring it up. 'If you pay another thirty thousand dollars, we will try to release the well,' they said. 'If you don't want us to, we'll just cap the well, take your seventy thousand, and go home.' So I gave them the final thirty thousand and, fortunately, up it came. That was twenty years ago, and it is still pumping."

Jim L., entrepreneur: "Some people see my impatience as not wanting to listen to the traps, the potential roadblocks. What I keep repeating is, 'I want to know when I am going to hit the wall, and I need you to tell me how much it is going to hurt. But if I choose to bump into the wall anyway, then don't worry -- you've done your job. I just had to experience it for myself.'"

Ideas for Action:

- Seek work in which you can make your own decisions and act on them. In particular, look for start-up or turnaround situations.
- At work, make sure that your manager judges you on measurable outcomes rather than your process. Your process is not always pretty.
- You can transform innovative ideas into immediate action. Look for creative and original thinkers, and help them move their ideas from conceptual theory to concrete practice.
- Look for areas that are bogged down by discussion or blocked by barriers. End the stalemate by creating a plan to get things moving and spur others into action.
- You learn more from real experience than from theoretical discussions. To grow, consciously expose yourself to challenging experiences that will test your talents, skills, and knowledge.

- Remember that although your tenacity is powerful, it may intimidate some. Your Activator talents will be most effective when you have first earned others' trust and loyalty.
- Identify the most influential decision makers in your organization. Make it a point to have lunch with each of them at least once a quarter to share your ideas. They can support you in your activation and provide critical resources to make your ideas happen.
- You can easily energize the plans and ideas of others. Consider partnering with focused, futuristic, strategic, or analytical people who will lend their direction and planning to your activation, thereby creating an opportunity to build consensus and get others behind the plan. By doing this, you complement each other.
- Give the reasons why your requests for action must be granted. Otherwise, others might dismiss you as impatient and label you a 'ready, fire, aim' person.
- You possess an ability to create motion and momentum in others. Be strategic and wise in the use of your Activator talents. When is the best time, where is the best place, and who are the best people with whom to leverage your valuable influence?

COMMAND

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Driven by your talents, you like advancing on your own. You enjoy defying the odds. You find limited satisfaction in pursuing the easiest, the most popular, or the accepted course of action. By nature, you can recall being a self-reliant and bold youngster. In childhood, you probably discovered that you prefer to take charge of tasks and work alone. The source of your satisfaction as an adult likely flows from your ability to control people, outcomes, events, progress, or productivity. Instinctively, you influence people into seeing things differently. You often influence their actions. You can tell individuals or groups they must think beyond current rules, traditions, or practices. It's very likely that you help people do more and better work by issuing demands. You tell them it is unacceptable to simply meet minimum requirements. You want to see proof they are accomplishing what you told them to do.

Command sounds like this:

Malcolm M., hospitality manager: "One reason I affect people is that I am so candid. Actually, people say that I intimidate them at first. After I work with them a year, we talk about that sometimes. They say, 'Boy, Malcolm, when I started working here, I was scared to death.' When I ask why, they say, 'I've never worked with anyone who just said it. Whatever it was, whatever needed to be said, you just said it.'"

Rick P., retail executive: "We have a wellness program whereby if you consume less than four alcoholic beverages a week, you get twenty-five dollars; if you don't smoke, you get twenty-five dollars a month. So one day I got word that one of my store managers was smoking again. This was not good. He was smoking in the store, setting a bad example for the employees, and claiming his twenty-five dollars. I just can't keep stuff like that inside. It wasn't comfortable, but I confronted him with it immediately and clearly: 'Stop doing that, or you are fired.' He's basically a good guy, but you can't let things like that slide."

Diane N., hospice worker: "I don't think of myself as assertive, but I do take charge. When you walk into a room with a dying person and his family, you have to take charge. They want you to take charge. They are a bit in shock, a bit frightened, a bit in denial. Basically, they're confused. They need someone to tell them what is going to happen next, what they can expect -- that it's not going to be fun but that in some important ways, it will be all right. They don't want mousy and soft. They want clarity and honesty. I provide it."

Ideas for Action:

- Your Command talents might compel you to wrestle for the reins of power because you love being in the driver's seat. But remember that even when you are not formally in charge, your presence can be an unseen yet powerfully felt force.
- Step up and break bottlenecks. Others count on your natural decisiveness to get things moving. When you remove roadblocks, you often create new momentum and success that would not have existed without you.
- Consider taking the lead on a committee. You have definite ideas about what you would like to see happen, and you can naturally influence a group to follow you. You might be comfortable spearheading new initiatives.
- Seek roles in which you will be asked to persuade others. Consider whether selling would be a good career for you.
- Find a cause you believe in and support it. You might discover yourself at your best when defending a cause in the face of resistance.
- You will always be ready to confront. Practice the words, the tone, and the techniques that will turn your ability to confront into real persuasiveness.
- In your relationships, seize opportunities to speak plainly and directly about sensitive subjects. Your unwillingness to hide from the truth can become a source of strength and constancy for your colleagues and friends. Strive to become known as a candid person.
- Ask people for their opinions. Sometimes your candor will be intimidating, causing others to tread lightly for fear of your reaction. Watch for this. If necessary, explain that you are upfront simply because it feels uncomfortable to keep things bottled up, not because you want to frighten other people into silence.
- Partner with someone with strong Woo or Empathy talents. Some obstacles do not need to be confronted; they can be circumvented. This person can help you avoid obstacles through relationships.

- Your "take charge" attitude steadies and reassures others in times of crisis. When faced with a particularly trying challenge, use your Command talents to assuage others' fears and convince them you have things under control.

SELF-ASSURANCE

Shared Theme Description

People who are especially talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.

Your Personalized Strengths Insights

What makes you stand out?

Driven by your talents, you are sometimes open to new experiences when they promise excitement. Perhaps you dislike being bored or having to do the same thing again and again. Maybe you are attracted to situations that provide a bit of variety or change. By nature, you instinctively trust your judgment to determine what you should be doing better, more perfectly, or more thoroughly in the future. You customarily seek opportunities to enhance and upgrade things, including yourself. Instinctively, you sometimes enroll in difficult or demanding classes. You might aim to expand your knowledge or challenge your thinking about certain things. Chances are good that you feel fulfilled by the steady improvements you have made as an individual throughout your life. You probably have confidence in your talents, knowledge, and skills.

Self-Assurance sounds like this:

James K., salesman: "I never second-guess myself. Whether I am buying a birthday present or a house, when I make my decision, it feels to me as if I had no choice. There was only one decision to make, and I made it. It's easy for me to sleep at night. My gut is final, loud, and very persuasive."

Pam D., public service executive: "I was raised on a remote farm in Idaho, and I attended a small rural school. One day, I returned home from school and announced to my mother that I was changing schools. Earlier in the day, my teacher had explained that our school had too many kids and that three kids would have to move to a different school. I thought about it for a moment, liked the idea of meeting new people, and decided I would be one of them -- even though it meant getting up half an hour earlier and traveling farther on the bus. I was five years old."

Deborah C., ER nurse: "If we have a death in the ER, people call on me to deal with the family because of my confidence. Just yesterday, we had a problem with a young psychotic girl who was screaming that the devil was inside her. The other nurses were afraid, but I knew what to do. I went in and said, 'Kate, come on, lie back. Let's say the Baruch. It's a Jewish prayer. It goes like this: Baruch Atah Adonai, Eloheinu Melech Haolam.' She responded, 'Say it slowly so that I can say it back to

you.' I did, and then she said it back to me slowly. She wasn't Jewish, but this calm came over her. She dropped back against her pillow and said, 'Thank you. That's all I needed.'"

Ideas for Action:

- Look for start-up situations for which no rulebook exists. You will be at your best when you are asked to make many decisions.
- Seek roles in which you convince people to see your point of view. Your Self-Assurance talents (especially when combined with Command or Activator talents) can be extremely persuasive. Leadership, sales, legal, or entrepreneurial roles might suit you.
- Let your self-confidence show. It can be contagious and will help the people around you grow.
- Realize that sometimes you will find it hard to put your certainty or intuition into words, possibly leading others to see you as self-righteous. Explain that your confidence does not mean that they should withhold their opinions. It might not seem like it to them, but you do want to hear their ideas. Your conviction doesn't mean that you are unwilling to listen to them.
- Your independent streak can leave you standing alone. If this happens, make sure you are out in front, or partner with someone who can help others see how they can benefit from following you.
- Partner with someone with strong Strategic, Deliberative, or Futuristic talents. This person can help you assess the goals to which you commit. You need this help because once you set your sights on a goal, you are likely to stay with it until you achieve it.
- Your exceptionally hard work and long hours are natural products of the passion and confidence you feel about your work. Don't assume that others are similarly wired.
- You can be decisive, even when things get dynamic and distracting. When there is chaos around you, intentionally display and share the calm and certainty within you. This will give others comfort and security.
- Set ambitious goals. Don't hesitate to reach for what others see as impractical and impossible, but what you see as merely bold and exciting -- and most importantly -- achievable with some heroics and a little luck. Your Self-Assurance talents can lead to achievements that you may not have otherwise even imagined.
- You don't have a great need for direction and support from others. This could make you particularly effective in situations that require independent thinking and action. Recognize and actively contribute the value of your Self-Assurance talents when confidence and self-control are crucial.

Strengths Discovery Activity

As you begin to think about your talents, consider this equation:

$$\begin{array}{l} \text{Talent (a natural way of thinking, feeling, or behaving)} \\ \mathbf{X} \text{ Investment (time spent practicing, developing your skills, and building} \\ \text{your knowledge base)} \\ \hline \mathbf{=} \text{ Strength (the ability to consistently provide near-perfect performance)} \end{array}$$

Here is an example:

$$\begin{array}{l} \text{Talent is: Truly listening to your customers' wants and needs} \\ \mathbf{X} \text{ Investment is: Researching products and keeping up-to-date on the industry} \\ \hline \mathbf{=} \text{ Strength is: Consistently providing near-perfect customer service} \end{array}$$

Now, think about what *you* naturally do best. How can you invest in that talent to build strength?

Do your own Strengths Discovery Interview:

$$\begin{array}{l} \text{Your Talent is:} \quad \underline{\hspace{15em}} \\ \mathbf{X} \text{ Your Investment is:} \quad \underline{\hspace{15em}} \\ \hline \mathbf{=} \text{ Your Strength is:} \quad \underline{\hspace{15em}} \end{array}$$

My Strengths-Based Action Plan

Now that you have discovered your top five themes and considered action items for development, choose 1-3 themes that describe you best, and list them below. Talk to people who know you well, and ask them to describe how you embody these themes. Ask them for specific examples of times when they have seen you using each theme in action or how each theme manifests itself in you.

1. _____

2. _____

3. _____

Now, write down some specific actions that you could take in the next week, month, and year to build and apply your strengths. Refer to your Personalized Strengths Insights and Ideas for Action if you need help.

In the next week, I will:

In the next month, I will:

In the next year, I will:

Next, list the name of at least one person who you will meet with to review this plan. Be sure to choose someone who can help you to keep these goals "top of mind" and who will help you leverage your talents to build strengths.

Name: _____ Date reviewed: _____

Name: _____ Date reviewed: _____