



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

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Your Top 5 Themes

Responsibility
Deliberative
Achiever
Maximizer
Learner

What's in This Guide?

[Section I: Awareness](#)

- A brief Shared Theme Description for each of your top five themes
- Your Personalized Strengths Insights, which describe what makes you stand out from others with the same theme in their top five
- Questions for you to answer to increase your awareness of your talents

[Section II: Application](#)

- 10 Ideas for Action for each of your top five themes
- Questions for you to answer to help you apply your talents

[Section III: Achievement](#)

- Examples of what each of your top five themes "sounds like" -- real quotes from people who also have the theme in their top five
- Steps for you to take to help you leverage your talents for achievement

Section I: Awareness

Responsibility

Shared Theme Description

People who are especially 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.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you are known as a reliable and dependable person. You are motivated to work diligently. You cannot rest until you have completed what you told someone you would do. Because of your strengths, you sometimes volunteer to do things rather than wait to be asked to assume more duties. Driven by your talents, you are naturally compelled to admit the truth. If someone asked you or told you to intentionally mislead someone, you would reply, "I cannot and I will not do that!" Instinctively, you have a strong sense of commitment. It motivates you to make sure that things are carried through to completion even when difficulties arise. Chances are good that you feel life is best when you are truthful about your talents, skills, education, successes, experiences, or background. You are determined to dispel illusions you have about yourself and others have about you. This is likely to be one of your top priorities. As long as you do not pretend to be someone you are not, you are a happier and healthier human being.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Deliberative

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you customarily remain silent rather than join conversations that involve the sharing of intimate or personal information. You generally try to change the topic altogether. When your attempts are unsuccessful, you are likely to excuse yourself from discussions about the upbringing, finances, problems, physical conditions, or mental health of yourself and other people. By nature, you often are described as a no-nonsense person. You are determined to examine the smallest details of processes, problems, regulations, plans, and contracts. Breaking these into their basic parts helps you better understand them. You are easily annoyed by individuals who fail to give you enough time to methodically investigate, study, or think through things. Chances are good that you may approach your studies or work with dignity and in a businesslike manner. Perhaps it makes sense, therefore, that you know some complicated, technical, or subject-specific words. You might take time to think through whatever you are going to say or write before you begin. If you have identified your main theories or concepts, you might be able to express them with clarity and precision. Because of your strengths, you are considered a businesslike individual by most of your teammates. Why? You probably avoid activities in the workplace or classroom that make you appear foolish. Driven by your talents, you sometimes withhold recognition until you have sufficient proof the recipient has earned it. Perhaps people appreciate your compliments because you give so few of them.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Achiever

Shared Theme Description

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you normally devote your energies to pinpointing what makes people special and unique. This knowledge probably permits you to inspire many individuals to do their finest work. It's very likely that you might want to be the very best in certain fields or activities. Maybe you realize that excellence is the result of not only hard work, but also of top quality materials and people. This partially explains why you devote yourself to some activities but not to others. Because of your strengths, you might devote some of your attention to immediate tasks or challenges. This partially explains why you give yourself time to comprehend what you read on the printed page or the computer screen. Diligence, persistence, and concentration might be three of your distinguishing traits. By nature, you push yourself to meet high standards and reach important goals. Your feelings of success or failure likely hinge on the way others judge your results. Your keen awareness of people's moods motivates you to work even harder. You want to please them. You want to earn their approval. You often just want to make them happy. Driven by your talents, you are eager to get started on a project once you realize what you can accomplish in the coming weeks, months, or years. You work very hard to breathe life into your big dreams. These often push and pull you into the future.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Maximizer

Shared Theme Description

People who are especially 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.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you exhibit an awareness about what you do and do not do well. You trust your instincts in this regard. Over time, you have progressed faster and moved further by relying on your talents. You simply refuse to risk losing confidence in yourself by tackling assignments for which you lack the talent, even when you may possess some relevant knowledge, skills, or experience. By nature, you take full advantage of your talents. This is how you move toward your goals. Because of your strengths, you frequently notice what makes each person unique or special. Armed with these insights, you probably inspire many individuals to move into action. You realize life is more fulfilling for people who choose tasks and are given assignments that closely match their talents. You often notice the different moods, need for information, or preferred forms of recognition for the people in your life. It's very likely that you are likely to improve your results and add to your list of accomplishments by consciously using your talents. You are more efficient and effective when you practice doing better what you naturally do very well. Chances are good that you occasionally tell yourself that you are an effective mentor or trainer. Perhaps individuals benefit from the investment you make in them.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Learner

Shared Theme Description

People who are especially talented in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you may devote yourself to things that intrigue you. Sometimes your attention intensifies if you are encouraged to immerse yourself in a specific activity or topic. Driven by your talents, you treasure opportunities to absorb knowledge and gather ideas from forward-looking thinkers. You usually read their writings, listen to their presentations, or ask them questions about the future they envision. Whenever you can conduct experiments or participate in hands-on activities, you have a much better grasp of their innovative ideas. Chances are good that you regularly devote yourself to gaining knowledge and acquiring skills. You are happy with life when you have lots of time to make more discoveries. How? You probably read, solve problems, write, rehearse, or practice. Instinctively, you prefer having quiet time to mull over ideas as well as read and examine interesting topics. Periods of uninterrupted thinking give you great pleasure. You probably excuse yourself from noisy, active, or distracting situations to thoroughly process your ideas. By nature, you sometimes enroll in difficult or demanding classes. You might aim to expand your knowledge or challenge your thinking about certain things.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Questions

1. How does this information help you better understand your unique talents?
2. How can you use this understanding to add value to your role?
3. How can you apply this knowledge to add value to your team, workgroup, department, or division?
4. How will this understanding help you add value to your organization?
5. What will you do differently tomorrow as a result of this report?

Section II: Application

Responsibility

Ideas for Action:

- Emphasize your sense of responsibility when job hunting. During interviews, describe your desire to be held fully accountable for the success or failure of projects, your intense dislike of unfinished work, and your need to “make it right” if a commitment is not met.
- Keep volunteering for more responsibility than your experience seems to warrant. You thrive on responsibility, and you can deal with it very effectively.
- Align yourself with others who share your sense of responsibility. You will flourish when working with people who share your determination to get things done.
- Tell your manager that you work best when given the freedom to follow through on your commitments — that you don’t need to check in during a project, just at the end. You can be trusted to get it done.
- Push yourself to say no. Because you are instinctively responsible, it might sometimes be difficult to refuse opportunities. For this reason, you must be selective. Ask for more responsibility in only the areas that matter most to you.
- You naturally take ownership of every project you are involved in. Make sure that your capacity to own does not keep you from sharing responsibility. Allow others the opportunity to experience the challenges of ownership. In doing so, you will contribute to their growth and development.
- Learn to manage your Responsibility talents by considering whether you really are the person who should be handling a particular issue. Defer to your existing responsibilities and goals before undertaking additional burdens, as you may end up skimping on quality if you have too many tasks or competing demands.
- Partner with someone especially talented in Discipline or Focus. This person can help you stay on track and prevent you from becoming overloaded.
- Working with a like-minded, responsible colleague is satisfying for you. Be sure to clarify expectations and boundaries so that each person can feel ownership for his or her particular tasks — without stepping on each other’s toes.
- Responsible individuals like to know they have “delivered” on their commitments, so create metrics and goals to gauge how effectively you meet your obligations. Also, make sure you have explicit and concrete expectations so that there is no question regarding quality outcomes and so that you can hit the mark as promised.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Deliberative

Ideas for Action:

- You have naturally good judgment, so consider work in which you can provide advice and counsel. You might be especially adept at legal work, crafting sound business deals, or ensuring compliance to regulations.
- Whatever your role, take responsibility for helping others think through their decisions. You can see factors that others may not see. You will soon be sought as a valuable sounding board.
- Explain your process of careful decision making — that you highlight risk in order to take control and reduce it. You don't want others to misconstrue your Deliberative talents for tentativeness or fear of action.
- You inspire trust because you are cautious and considerate about sensitive topics. Use these talents by taking on opportunities to handle delicate issues and conflicts.
- Rather than take foolhardy risks, you are apt to approach a decision cautiously. Trust your instincts when you believe that something is too good to be true.
- During times of change, consider the advantages of being conservative in your decision making. Be ready to explain these advantages to others.
- Don't let anyone push you into revealing too much about yourself too soon. Check people out carefully before sharing confidential information. You naturally build friendships slowly, so take pride in your small circle of good friends.
- Partner with someone with strong Command, Self-Assurance, or Activator talents. Together you will make many decisions, and these decisions will be sound.
- Temper the tendency of others to haphazardly move into action by declaring a "consideration" period before decisions are made. Your caution can serve to steer others away from folly and toward wise conclusions.
- Give yourself permission to withhold your opinion until you get all the facts and have an opportunity to ponder your stance. You are not someone who embraces change immediately; you are apt to reflect on possible outcomes so that all the angles are covered. As a deliberative person, you function as a "brake" for more impulsive types who wish to move quickly.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Achiever

Ideas for Action:

- Select jobs that allow you to have the leeway to work as hard as you want and in which you are encouraged to measure your own productivity. You will feel challenged and alive in these environments.
- As an achiever, you relish the feeling of being busy, yet you also need to know when you are “done.” Attach timelines and measurement to goals so that effort leads to defined progress and tangible outcomes.
- Remember to build celebration and recognition into your life. Achievers tend to move on to the next challenge without acknowledging their successes. Counter this impulse by creating regular opportunities to enjoy your progress and accomplishments.
- Your drive for action might cause you to find meetings a bit boring. If that’s the case, appeal to your Achiever talents by learning the objectives of each meeting ahead of time and by taking notes about progress toward those objectives during the meeting. You can help ensure that meetings are productive and efficient.
- Continue your education by attaining certifications in your area or specialty in addition to attending conferences and other programs. This will give you even more goals to achieve and will push your existing boundaries of accomplishment.
- You do not require much motivation from others. Take advantage of your self-motivation by setting challenging goals. Set a more demanding goal every time you finish a project.
- Partner with other hard workers. Share your goals with them so they can help you to get more done.
- Count personal achievements in your scoring “system.” This will help you direct your Achiever talents toward family and friends as well as toward work.
- More work excites you. The prospect of what lies ahead is infinitely more motivating than what has been completed. Launch initiatives and new projects. Your seemingly endless reserve of energy will create enthusiasm and momentum.
- Make sure that in your eagerness to do more at work, you do not skimp on quality. Create measurable outcome standards to guarantee that increased productivity is matched by enhanced quality.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Maximizer

Ideas for Action:

- Once you have identified your own greatest talents, stay focused on them. Refine your skills. Acquire new knowledge. Practice. Keep working toward strength in a few areas.
- Develop a plan to use your most powerful talents outside of work. In doing so, consider how your talents relate to the mission in your life and how they might benefit your family or the community.
- Problem solving might drain your energy and enthusiasm. Look for a restorative partner who can be your chief troubleshooter and problem solver. Let that person know how important your partnership is to your success.
- Study success. Deliberately spend time with people who have discovered their strengths. The more you understand how marshaling strengths leads to success, the more likely you will be to create success in your own life.
- Explain to others why you spend more time building on great talent rather than fixing weaknesses. Initially, they might confuse what you are doing with complacency.
- Don't let your Maximizer talents be stifled by conventional wisdom, which says you should find what is broken and fix it. Identify and invest in the parts of your organization or community that are working. Make sure that most of your resources are spent in the build-up and build-out of these pockets of excellence.
- Keep your focus on long-term relationships and goals. Many make a career out of picking the low-hanging fruit of short-term success, but your Maximizer talents will be most energized and effective as you turn top potential into true and lasting greatness.
- See if you can make some of your weaknesses irrelevant. For example, find a partner, devise a support system, or use one of your stronger talents to compensate for one of your weaker ones.
- Seek roles in which you are helping people succeed. In coaching, managing, mentoring, or teaching roles, your focus on strengths will prove particularly beneficial to others. Because most people find it difficult to describe what they do best, start by arming them with vivid descriptions.
- Devise ways to measure your performance and the performance of others. These measures will help you spot strengths, because the best way to identify a strength is to look for sustained levels of excellent performance.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Learner

Ideas for Action:

- Refine how you learn. For example, you might learn best by teaching; if so, seek out opportunities to present to others. You might learn best through quiet reflection; if so, find this quiet time.
- Develop ways to track the progress of your learning. If there are distinct levels or stages of learning within a discipline or skill, take a moment to celebrate your progression from one level to the next. If no such levels exist, create them for yourself (e.g., reading five books on the subject or making three presentations on the subject).
- Be a catalyst for change. Others might be intimidated by new rules, new skills, or new circumstances. Your willingness to soak up this newness can calm their fears and spur them to action. Take this responsibility seriously.
- Seek roles that require some form of technical competence. You will enjoy the process of acquiring and maintaining this expertise.
- As far as possible, shift your career toward a field with constantly changing technologies or regulations. You will be energized by the challenge of keeping up.
- Because you are not threatened by unfamiliar information, you might excel in a consulting role (either internal or external) in which you are paid to go into new situations and pick up new competencies or languages quickly.
- Research supports the link between learning and performance. When people have the opportunity to learn and grow, they are more productive and loyal. Look for ways to measure the degree to which you and others feel that your learning needs are being met, to create individualized learning milestones, and to reward achievements in learning.
- At work, take advantage of programs that subsidize your learning. Your organization may be willing to pay for part or all of your instructional coursework or for certifications. Ask your manager for information about scholarships and other educational opportunities.
- Honor your desire to learn. Take advantage of adult educational opportunities in your community. Discipline yourself to sign up for at least one new academic or adult learning course each year.
- Time disappears and your attention intensifies when you are immersed in studying or learning. Allow yourself to “follow the trail” by scheduling learning sessions during periods of time that will not be interrupted by pressing engagements.

Questions

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Section III: Achievement

Look for signs of achievement as you read these real quotes from people who share your top five themes.

Responsibility sounds like this:

Nigel T., sales executive: “I used to think that there was a piece of metal in my hand and a magnet on the ceiling. I would just volunteer for everything. I have had to learn how to manage that because not only would I end up with too much on my plate, but I would also wind up thinking that everything was my fault. I realize now that I can’t be responsible for everything in the world — that’s God’s job.”

Kelly G., operations manager: “The country manager in Sweden called me in November and said, ‘Kelly, could you please not ship my inventory until January 1.’ I said, ‘Sure. Sounds like a good plan.’ I told my people about the plan and thought I had all the bases covered. On December 31, however, when I was checking my messages while on a ski slope, making sure everything was hunky-dory, I saw that his order had already been shipped and invoiced. I had to call immediately and tell him what happened. He’s a nice man, so he didn’t use any four-letter words, but he was very angry and very disappointed. I felt terrible. An apology wasn’t enough. I needed to fix it. I called our controller from the chalet, and that afternoon we figured out a way to put the value of his inventory back on our books and clean it off his. It took most of the weekend, but it was the right thing to do.”

Harry B., outplacement consultant: “I was just a young bank manager in one of the branches when the president of the company decided that he wanted to foreclose on a property. I said, ‘That’s fine, but we have a responsibility to give the people full value for their property.’ He didn’t see it that way. He wanted to sell the property to a friend of his for what was owed, and he said my problem was that I couldn’t separate my business ethics from my personal ethics. I told him that was correct. I couldn’t because I didn’t believe — and still don’t believe — that you can have two standards. So I quit the firm and went back to earning five dollars an hour working for the forestry service picking up trash. Since my wife and I were trying to support our two kids and make ends meet, it was a hard decision for me to make. But looking back, on one level, it really wasn’t hard at all. I simply couldn’t function in an organization with those kinds of ethics.”

Deliberative sounds like this:

Dick H., film producer: “My whole thing is to reduce the number of variables out there — the fewer the variables, the lower the risk. When I am negotiating with directors, I always start by giving in on some of the smaller points right away. Then once I have taken the smaller issues out of play, I feel better. I can focus. I can control the conversation.”

Debbie M., project manager: “I am the practical one. When my colleagues are spouting all of these wonderful ideas, I am asking questions like, ‘How is this going to work? How is this going to be accepted by this group or that group of people?’ I won’t say that I play devil’s advocate, because that is too negative, but I do weigh the implications and assess risk. And I think we all make better decisions because of my questions.”

Jamie B., service worker: “I am not a very organized person, but the one thing I do without fail is double-check. I don’t do it because I am hyper-responsible or anything. I do it to feel secure. With relationships, with performance, with anything, I am out there on a limb, and I need to know that the particular branch I am standing on is solid.”

Brian B., school administrator: “I am putting together a safe-schools plan. I am going to conferences, and we have eight committees working. We have a district-wide review board, but I am still not comfortable with the basic model. My boss asks, ‘When can I see the plan?’ And I say, ‘Not yet. I am not comfortable.’ With a big smile on her face, she says, ‘Gee, Brian, I don’t want it to be perfect, I just want a plan.’ But she lets me be because she knows that the care I take now pays big dividends. Because of this pre-work, once the decision is made, it stays made. It doesn’t unravel.”

Achiever sounds like this:

Melanie K., ER nurse: "I have to rack up points every day to feel successful. Today I've been here only half an hour, but I've probably racked up thirty points already. I ordered equipment for the ER, I had equipment repaired, I had a meeting with my charge nurse, and I brainstormed with my secretary about improving our computerized logbook. So on my list of ninety things, I have thirty done already. I'm feeling pretty good about myself right now."

Ted S., salesperson: "Last year I was salesperson of the year out of my company's three hundred salespeople. It felt good for a day, but sure enough, later that week, it was as if it never happened. I was back at zero again. Sometimes I wish I wasn't an achiever because it can lead me away from a balanced life and toward obsession. I used to think I could change myself, but now I know I am just wired this way. This theme is truly a double-edged sword. It helps me achieve my goals, but on the other hand, I wish I could just turn it off and on at will. But, hey, I can't. I can manage it and avoid work obsession by focusing on achieving in all parts of my life, not just work."

Sara L., writer: "This theme is a weird one. First, it's good because you live in pursuit of the perpetual challenge. But in the second place, you never feel as though you've reached your goal. It can keep you running uphill at seventy miles an hour for your whole life. You never rest because there's always more to do. But, on balance, I think I would rather have it than not. I call it my 'divine restlessness,' and if it makes me feel as if I owe the present everything I have, then so be it. I can live with that."

Maximizer sounds like this:

Gavin T., flight attendant: "I taught aerobics for ten years, and I made a point of asking people to focus on what they liked about themselves. We all have parts of our body that we would like to change or that we would like to see differently, but to focus on that can be so destructive. It becomes a vicious cycle. So I would say, 'Look, you don't need to be doing that. Instead, let's focus on the attribute you like about yourself, and then we'll all feel better about expending all of this energy.'"

Amy T., magazine editor: "There is nothing I hate more than having to fix a poorly written piece. If I have given the writer a clear focus and she comes back with a piece that is completely off the mark, I almost can't bring myself to write comments on it. I'm more inclined to just hand it back to her and say, 'Just please start again.' On the other hand, what I love to do is take a piece that is so close and then refine it to make it perfect. You know, just the right word here, a little cut there, and suddenly it's a brilliant piece."

Marshall G., marketing executive: "I am really good at setting a focus for people and then building a sense of team spirit as we all march forward. But I am not so good at strategic thinking. Fortunately, I have a boss who understands that about me. We have been working together for quite a few years. He has found people who play the strategic role, and at the same time, stretches me to be even better at the focus and team-building role. I'm so lucky to have a boss who thinks this way. It's made me more secure and made me charge ahead much faster, knowing that my boss knows what I am good at and what I'm not good at; he doesn't bother me with the latter."

Learner sounds like this:

Annie M., managing editor: “I get antsy when I am not learning something. Last year, although I was enjoying my work, I didn’t feel as though I was learning enough. So I took up tap dancing. It sounds strange, doesn’t it? I know I am never going to perform or anything, but I enjoy focusing on the technical skill of tapping, getting a little better each week, and moving up from the beginners’ class to the intermediate class. That was a kick.”

Miles A., operations manager: “When I was seven years old, my teachers would tell my parents, ‘Miles isn’t the most intelligent boy in the school, but he’s a sponge for learning, and he’ll probably go really far because he will push himself and continually be grasping new things.’ Right now, I am just starting a course in business-travel Spanish. I know it is probably too ambitious to think I could learn conversational Spanish and become totally proficient in that language, but I at least want to be able to travel there and know the language.”

Tim S., coach for executives: “One of my clients is so inquisitive that it drives him crazy because he can’t do everything he wants to. I’m different. I am not curious in that broad sense. I prefer to go into greater depth with things so that I can become competent in them and then use them at work. For example, recently one of my clients wanted me to travel with him to Nice, France, for a business engagement. So I started reading up on the region, buying books, and checking the Internet. It was all interesting and I enjoyed the study, but I wouldn’t have done any of it if I wasn’t going to be traveling there for work.”

Questions

1. Talk to friends or coworkers to hear how they have used their talents to achieve.
2. How will you use your talents to achieve?