

STRENGTHSFINDER®

START WITH TALENT; FINISH WITH STRENGTH

A Brief Overview of Talent Discovery and Strengths Development

Strength. Sounds good, doesn't it?

Who wouldn't want strength?

As you might expect, strength is the desired outcome of strengths development. But exactly what *is* a strength? What are we striving toward?

When you see a strength in action, you see a person's ability to consistently provide near-perfect performance in a specific activity.

When you see him or her perform that activity, you think, "She makes it look so easy!" or "He's a natural!"

How can that be? How can they so consistently perform with such excellence? The answer is simple: It *is* easy for her. He *is* a natural.

Each is performing at such a high level simply by building upon how he or she most naturally thinks, feels, and behaves: their greatest **talents**.

As unique individuals, we each have our own special ways of successfully approaching the people and events in our lives. And our greatest talents are always there for us. We instinctively use them in almost any situation.

An inner drive to compete,

sensitivity to the needs of others,

an inclination to notice patterns, and

the tendency to be outgoing at social gatherings are good examples of talents.

For some of us, our talents make us great Relators or Arrangers. Others have tremendous talents in Adaptability or Belief. Look closely at your friends, family, and coworkers. You will see exceptional Learners, Activators, and Includers, and amazing talents in Ideation, Responsibility, and Developer.

Within our natural selves, we each hold extraordinary potential.

Of course, the first step toward fulfilling that potential is to discover our greatest talents. That's where the Clifton StrengthsFinder comes in.

You've probably already sensed that this assessment is not just another personality test. That difference is certainly no accident. In fact, the idea behind the assessment is quite contrary to the focus-on-negatives approach that has long prevailed in our society.

In the early 1950s, Donald O. Clifton, who would go on to be named the "Father of Strengths Psychology," noticed a major problem: The field of psychology was based almost entirely on the study of *what is wrong* with people. He wondered if it would be more important to study *what is right* with people.

YOUR TOP 5

- **Maximizer**
- **Strategic**
- **Ideation**
- **Arranger**
- **Individualization**

See page 8 for full theme descriptions

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So, over the next five decades, Don and his colleagues at The Gallup Organization took a very close look at the talents of highly successful people, focusing on the positive instead of the negative. Millions of in-depth interviews were conducted to determine the most natural thoughts, feelings, and behaviors of "the best of the best."

They quickly discovered that our talents do more than make us unique individuals. When we follow our talents - the ways in which we naturally think, feel, and behave - they also serve as our best opportunities for true excellence.

To help you discover your greatest talents and build toward strengths, Don and his colleagues created the Clifton StrengthsFinder.

During your assessment, you gave top-of-mind responses to a wide variety of paired statements. Those instantaneous responses are valuable information. Why? Because they are clues to your talents in 34 areas directly connected to success in any role, whether at work, at home, or in the community.

The Clifton StrengthsFinder has measured your talents in those 34 areas, or "themes." Now, to point you in the right direction, it presents you with a report of the five areas in which your greatest talents are found. And to help you further discover your talents, it provides full descriptions of those areas, along with "sounds likes," which are examples of what people with talents similar to yours might say. You will find your personal top five report and brief descriptions of the 34 talent areas measured by the assessment in the pages following this introduction.

Of course, your "top five" are just a starting point as you move from the potential of talent to the excellence of strength in action. Along the way, you can find many opportunities for discovery and development in your relationships with family members, friends, and colleagues.

If want to share that experience with the most important people in your life, or if you simply want to learn more, consider the latest book from the coauthor of *Now, Discover Your Strengths*. The book, **How Full Is Your Bucket?** reveals how even the briefest interactions affect your relationships, productivity, health, and longevity, and it includes a one-time-use Clifton StrengthsFinder ID code.



NEW: How Full is Your Bucket?

Positive Strategies for Work and Life
(Gallup Press, 2004)

List price: \$19.95

Other books that include a StrengthsFinder ID code:

Discover Your Sales Strengths: *How the World's Greatest Salespeople Develop Winning Careers*
(Warner Books, 2003)

List price: \$26.95

Living Your Strengths: *Discover Your God-Given Talents, and Inspire Your Community*
(Gallup Press, 2003)

List price: \$24.95

Now, Discover Your Strengths: *The Revolutionary Program That Shows You How to Develop Your Unique Talents and Strengths - and Those of the People You Manage*
(Free Press, 2001)

List price: \$26.00

StrengthsQuest: *Discover and Develop Your Strengths in Academics, Career, and Beyond*
(Gallup Press, 2002)

List price: \$35.00

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The Gallup Organization also offers advanced development programs that provide individuals and organizations the chance to explore their entire sequences of the 34 areas of talent. In addition to helping you develop strengths within your top 10 to 15 areas, these programs can help you learn to manage your areas of lesser talent - normally the last 2 to 5 in your sequence of 34. These opportunities are available in a wide range of options:

The **Great Manager Program** teaches managers and executives strategies based on the Four Keys to Great Management and builds on the concepts presented in the best-selling book, *First, Break All the Rules* (Simon & Schuster, 1999).

Executive performance coaching helps senior leaders and managers increase their effectiveness - and their organization's effectiveness.

Building the Strengths-Based Organization helps executives and managers create strategies to develop and sustain a high-performance culture. This course expands on the concepts presented in the best-selling book, *Now, Discover Your Strengths* (Free Press 2001).

Integrated, organization-wide programs provide employees with the tools, education, and coaching needed to develop a strengths-based culture.

Certification programs teach individuals to serve as strengths consultants in their organizations.

Studies have shown that organizations that participate in these programs can dramatically increase employee engagement, productivity, and profitability. Several Fortune 500 companies now pride themselves on being "strengths-based organizations" built upon the natural talents of each employee. The aforementioned development programs have been used in more than 48 countries and across a wide variety of industries.

Each learning opportunity is designed to help you find new ways to improve your individual performance and your organization's financial outcome measures.

For more information on these opportunities, visit the Gallup University area at www.gallup.com.



Top Five Report for Frank G Magourilos (PREVENTIONWORKS)

Maximizer

Excellence, not average, is your measure. Taking something from below average to slightly above average takes a great deal of effort and in your opinion is not very rewarding. Transforming something strong into something superb takes just as much effort but is much more thrilling. Strengths, whether yours or someone else's, fascinate you. Like a diver after pearls, you search them out, watching for the telltale signs of a strength. A glimpse of untutored excellence, rapid learning, a skill mastered without recourse to steps—all these are clues that a strength may be in play. And having found a strength, you feel compelled to nurture it, refine it, and stretch it toward excellence. You polish the pearl until it shines. This natural sorting of strengths means that others see you as discriminating. You choose to spend time with people who appreciate your particular strengths. Likewise, you are attracted to others who seem to have found and cultivated their own strengths. You tend to avoid those who want to fix you and make you well rounded. You don't want to spend your life bemoaning what you lack. Rather, you want to capitalize on the gifts with which you are blessed. It's more fun. It's more productive. And, counterintuitively, it is more demanding.

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 stretched 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."

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Strategic

The Strategic theme enables you to sort through the clutter and find the best route. It is not a skill that can be taught. It is a distinct way of thinking, a special perspective on the world at large. This perspective allows you to see patterns where others simply see complexity. Mindful of these patterns, you play out alternative scenarios, always asking, "What if this happened? Okay, well what if this happened?" This recurring question helps you see around the next corner. There you can evaluate accurately the potential obstacles. Guided by where you see each path leading, you start to make selections. You discard the paths that lead nowhere. You discard the paths that lead straight into resistance. You discard the paths that lead into a fog of confusion. You cull and make selections until you arrive at the chosen path-your strategy. Armed with your strategy, you strike forward. This is your Strategic theme at work: "What if?" Select. Strike.

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 down it. Lo and behold, they did continue down 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 jink one way, then another, planning and reacting, planning and reacting."

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Ideation

You are fascinated by ideas. What is an idea? An idea is a concept, the best explanation of the most events. You are delighted when you discover beneath the complex surface an elegantly simple concept to explain why things are the way they are. An idea is a connection. Yours is the kind of mind that is always looking for connections, and so you are intrigued when seemingly disparate phenomena can be linked by an obscure connection. An idea is a new perspective on familiar challenges. You revel in taking the world we all know and turning it around so we can view it from a strange but strangely enlightening angle. You love all these ideas because they are profound, because they are novel, because they are clarifying, because they are contrary, because they are bizarre. For all these reasons you derive a jolt of energy whenever a new idea occurs to you. Others may label you creative or original or conceptual or even smart. Perhaps you are all of these. Who can be sure? What you are sure of is that ideas are thrilling. And on most days this is enough.

Ideation Sounds like this:

Mark B., *writer*: "My mind works by finding connections between things. The other day 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 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."

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Arranger

You are a conductor. When faced with a complex situation involving many factors, you enjoy managing all of the variables, aligning and realigning them until you are sure you have arranged them in the most productive configuration possible. In your mind there is nothing special about what you are doing. You are simply trying to figure out the best way to get things done. But others, lacking this theme, will be in awe of your ability. "How can you keep so many things in your head at once?" they will ask. "How can you stay so flexible, so willing to shelve well-laid plans in favor of some brand-new configuration that has just occurred to you?" But you cannot imagine behaving in any other way. You are a shining example of effective flexibility, whether you are changing travel schedules at the last minute because a better fare has popped up or mulling over just the right combination of people and resources to accomplish a new project. From the mundane to the complex, you are always looking for the perfect configuration. Of course, you are at your best in dynamic situations. Confronted with the unexpected, some complain that plans devised with such care cannot be changed, while others take refuge in the existing rules or procedures. You don't do either. Instead, you jump into the confusion, devising new options, hunting for new paths of least resistance, and figuring out new partnerships-because, after all, there might just be a better way.

Arranger Sounds like this:

Sarah P., *finance executive*: "I love really complicated challenges where I have to think on my feet and figure out how all the pieces fit together. Some people look at a situation, see 30 variables, and get hung up trying to balance all 30. When I look at the same situation, I see about three options. And because I see only three, it's easier for me to make a decision and then put everything into place."

Grant D., *operations manager*: "I got a message the other day from our manufacturing facility saying that demand for one of our products had greatly exceeded the forecast. I thought about it for a moment, and then an idea popped into my head: Ship the product weekly, not monthly. So I said, 'Let's contact our European subsidiaries, ask them what their demand is, tell them the situation we are in, and then ask what their weekly demand is.' That way we can meet requirements without building up our inventory. Sure, it'll drive shipping costs up, but that's better than having too much inventory in one place and not enough in another."

Jane B., *entrepreneur*: "Sometimes, for instance, when we are all going to a movie or a football game, this Arranger theme drives me up the wall. My family and friends come to rely on me-'Jane will get the tickets, Jane will organize the transportation.' Why should I always have to do it? But they just say, 'Because you do it well. For us it would take half an hour. For you it seems to go much faster. You just call up the ticket place, order the right tickets, and just like that it's done.' "

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Individualization

Your Individualization theme leads you to be intrigued by the unique qualities of each person. You are impatient with generalizations or "types" because you don't want to obscure what is special and distinct about each person. Instead, you focus on the differences between individuals. You instinctively observe each person's style, each person's motivation, how each thinks, and how each builds relationships. You hear the one-of-a-kind stories in each person's life. This theme explains why you pick your friends just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person's need to be shown and another's desire to "figure it out as I go." Because you are such a keen observer of other people's strengths, you can draw out the best in each person. This Individualization theme also helps you build productive teams. While some search around for the perfect team "structure" or "process," you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.

Individualization Sounds like this:

Les T., *hospitality manager*: "Carl is one of our best performers, but he still has to see me every week. He just wants that little encouragement and checking in, and he gets fired up a little bit after that meeting. Whereas Greg doesn't like to meet very often, so there's no need for me to bother him. And when we do meet, it's really for me, not for him."

Marsha D., *publishing executive*: "Sometimes I would walk out of my office and-you know how cartoon characters have those balloons over their head?-I would see these little balloons over everyone's head telling me what was in their mind. It sounds weird, doesn't it? But it happens all the time."

Giles G., *sales manager*: "I'm fairly new to this role, but I can remember a particular meeting very early on when we got stuck on one subject and kept going around and around. I got frustrated and suddenly thought, 'These people have never seen me get angry. Let me throw this out and see how each one reacts to it.' So I got angry, and it was interesting to see how certain people accepted it, some took it as a challenge, and others went into a big shell. Each one's reactions told me something useful about them, something I could use moving forward."

Andrea H., *interior designer*: "When you ask people what their style is, they find it hard to describe, so I just ask them, 'What is your favorite spot in the house?' And when I ask that, their faces light up, and they know just where to take me. From that one spot I can begin to piece together the kind of people they are and what their style is."

Brief Descriptions of the 34 Themes of Talent Measured by the Clifton StrengthsFinder

Achiever

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

Activator

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

Adaptability

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

Arranger

People strong in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.

Belief

People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.

Command

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

Communication

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

Competition

People strong in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

Connectedness

People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.

Consistency

People strong in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone in the world with consistency by setting up clear rules and adhering to them.

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Context

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

Deliberative

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

Developer

People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

Discipline

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

Empathy

People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

Focus

People strong 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 strong in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.

Harmony

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

Ideation

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

Includer

People strong in the Includer theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.

Individualization

People strong 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.

Input

People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.

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Intellection

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

Learner

People strong 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.

Maximizer

People strong 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 strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.

Relator

People who are strong in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

Responsibility

People strong 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 strong 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 strong 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.

Significance

People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.

Strategic

People strong 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 strong 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 another person.