

FOUR DOMAINS OF TEAM STRENGTH

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>Those with dominant themes in the Executing domain know how to make things happen. When the team needs someone to implement a solution, these are the people who will work tirelessly to get it done. Those with a strength to execute have the ability to “catch” an idea and make it a reality.</p>	<p>Those with dominant themes in the Influencing domain help their team reach a much broader audience. These individuals can sell the team’s ideas inside and outside the organization. When the team needs someone to take charge, speak up, and make sure the group is heard, look to someone with the strength to influence.</p>	<p>Those with dominant themes in the Relationship Building domain can provide the essential glue to hold a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, team members with exceptional Relationship Building strength have the unique ability to help the group become much greater than the sum of its parts.</p>	<p>Those with dominant Strategic Thinking themes are the ones who keep the team focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch the team’s thinking for the future.</p>
<p>Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative</p>	<p>Activator Command Communication Competition Maximizer Self-Assurance Significance Woo</p>	<p>Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator</p>	<p>Analytical Context Futuristic Ideation Input Intellection Learner Strategic</p>

YOUR UNIQUE CONTRIBUTION TO THE TEAM

While each Clifton StrengthsFinder theme has its own power and edge, it can be useful to think about how your talents and strengths help you and the team execute, influence others, build relationships, and absorb and think about information.

In the table below, circle your top five Signature Themes. Then answer the questions that follow.

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

1. Which domain is most dominant for you?

2. In which domain are you least dominant?

3. Have you been maximizing your dominant domain? (Are your colleagues aware of your talents and strengths in this domain?)

4. Have you been “blind” to any of your less dominant domains?

Talents come naturally, but strengths are earned.

The strengths development concept rests in these key terms:

A **strength** is the ability to consistently produce a positive outcome through near-perfect performance in a specific task. The ability to consistently recommend the perfect products and services for a customer's needs is a good example of a strength. So is the ability to always meet your family's grocery needs on a tight budget.

A strength is composed of

- **skills**, which are your basic abilities to perform the fundamental steps of a task, such as your basic ability to move through the fundamental steps of operating a computer. Skills do not naturally exist within us; they must be acquired through formal or informal training and practice.
- **knowledge**, which is simply what you know, such as your awareness of historical dates and your grasp of the rules of a game. Knowledge does not naturally exist within us; it must be acquired through formal or informal education.
- **talents**, which are the ways in which you naturally think, feel, and behave, such as the inner drive to compete, sensitivity to the needs of others, and the tendency to be outgoing at social gatherings. Although talents must come into existence naturally and cannot be acquired like skills and knowledge, we each have unique talents within us.

Because your most powerful talents represent the best of your natural self, they are your best opportunities to perform at levels of excellence through strength.

Your **dominant talents** naturally appear frequently and powerfully. Almost no matter where you are or what you are doing, your dominant talents are active.

Your **supporting talents** naturally surface only when their support is needed, and do so with only relative power. Because they aren't as powerful, your supporting talents are unlikely to serve as a foundation for strength.

Your **lesser talents** naturally appear rarely, and they offer little power. Because of that minimal power, lesser talents seldom contribute to strength.

To build strengths, you must first discover your greatest talents.

To do so, consider your top five talent themes, as indicated by your responses to the Clifton StrengthsFinder. Your top five themes and their descriptions can help you begin to understand and, as a result, claim the themes that best represent your talents. Which of them best describe your greatest talents — the ways in which you most consistently and productively think, feel, and behave?

Your top five themes are a useful resource as you seek to understand your talents. They are based upon your spontaneous, top-of-mind reactions to the paired descriptors presented by the Clifton StrengthsFinder, and your spontaneous reactions to situations you encounter are the best indicators of your talents. However, be sure to also consider *yearnings*, *rapid learning*, *satisfaction*, *timelessness*, and *glimpses of excellence*.

Yearnings can reveal the presence of a talent, particularly when they are felt early in life. A yearning can be described as an internal force, an almost magnetic attraction, that leads you to a particular activity or environment time and again.

Rapid learning reveals other traces of talent. In the context of a new challenge or a new environment, something sparks your talents. Immediately your brain seems to light up as if a whole bank of switches were suddenly flicked to “on” — and the speed at which you anticipate the steps of a new activity, acquire a new skill, or gain new knowledge provides a telltale clue to the talent’s presence and power.

Satisfaction is psychological fulfillment that results when you take on and successfully meet challenges that engage your greatest talents. Pay close attention to the situations that seem to bring you these energizing experiences. If you can identify them, you will be well on your way to pinpointing some of your dominant talents.

Timelessness also can serve as a clue to talent. If you have ever become so engrossed in an activity that you lost all track of time, it may have been because the activity engaged you at a deep, natural level — the level of great talent.

Glimpses of excellence are flashes of outstanding performance that have been observed by you or others. In these moments, the task at hand has tapped some of your greatest talents and directly displayed your potential for strength.

Your greatest talents are the foundation of strengths development.

Using your Clifton StrengthsFinder report and all the clues to talent you can gather, identify your most powerful talents. Hone them with skill and knowledge to build strengths, and you will be well on your way to living the strong life.

Strengths: Balconies and Basements (in balance or over-calibrated)

Achiever

Balcony: works tirelessly, committed, responsible (work ethic), keeps things moving forward
Basement: judgmental, over-competitive, hard on self, finds identity only through achievement, never satisfied or at peace, can't say no, too concentrated on work

Activator

Balcony: fired up, sparks energy of others, bold, courageous
Basement: ready-fire-aim, leaves others feeling lost (they haven't caught up), doesn't think things through

Adaptability

Balcony: loves change, flexible, goes with the flow, easy-going
Basement: directionless, indecisive, sheep, inconclusive, whimsical

Analytical

Balcony: thinks things through, logical, thorough, comfortable with numbers, figures, and charts, smart
Basement: over-thinks, short, judgmental, never satisfied, too many questions

Arranger

Balcony: makes sense of things, flexible, able to organize, constantly seeking best configuration for optimal efficiency
Basement:

Belief

Balcony: doesn't like existing rules or procedures, changes priorities, lacks vision
Basement:

ethical, compassionate, true to self and ideals, responsible
stubborn, set in their ways, elitist, righteous

Command

Balcony: (note: Belief can't work in org. where personal values/ethics are not in alignment)
Basement:

charismatic, willing to take charge, direct, inspirational, clear
dominating, inflexible, not open to other views/ideas, rude, abrupt, stubborn

Communication

Balcony: easy to talk to, presence, energizing and entertaining, charismatic, storyteller
Basement: poor listener, needs to be center of attention, doesn't know when to be quiet, self-absorbed, show-off

Competition

Balcony: keeps going, driven, motivated, pushes self
Basement: gets identity from winning, sees everything as a competition, poor team player, puts down others, self-centered, confrontational

Connectedness

Balcony: big picture thinker, sees things from spiritual perspective, easy going (doesn't sweat the small stuff), strong faith, helps others see purpose
Basement:

Consistency

Balcony: can miss seeing negatives, passive, wishy-washy
Basement:

fair and just, problem-solver, makes fair policy and rules
needs everything to be "by the book", inflexible, unwilling to customize/individualize

Context

Balcony: historical frame of reference, understand how things came to be, can leverage knowledge and lessons of the past

Basement: uncomfortable with change, closed-minded, lives **in** the past, puts focus backwards

Deliberative

Balcony: discerning, identifies risk, good decision-maker, plans for the unexpected

Basement: aloof and disconnected from others, overly cautious, slow and afraid to act

Developer

Balcony: identifies and helps grow talent, teacher, coach, enjoys investing **in** others

Basement: wastes time on low-potential people, spectator, may not be individual contributor

Discipline

Balcony: high productivity and accuracy, loves structure, efficient planners, breaks down complex into steps

Basement: judgmental, overbearing, rigid, mechanized, can't handle change

Empathy

Balcony: healing presence, creates trust, knows what to say/do, customizes approach

Basement: caretaker, "soft", temperamental

Focus

Balcony: disciplined, determined, precise, knows what is important goal setter/getter

Basement: stressed out, absorbed, finds it hard to relax, intense

Futuristic

Balcony: visionary (even prophetic), inspiring, inventive, original

Basement: fantasist, out in left field, no practicality

Harmony

Balcony: great negotiator, grasps both sides of a situation, builds consensus, excellent facilitator

Basement: conflict-averse (sometimes to an extreme) weak, hesitant

Ideation

Balcony: quick thinker/learner, improves things, sees connections

Basement: lacks follow-through, can't stick things out, creates more work

Includer

Balcony: makes sure everyone is engaged, open and caring, sensitive, defends others

Basement: indiscriminate, indecisive, generous to a fault

Individualization

Balcony: understands uniqueness of all, knows one size doesn't fit all, appreciates differences

Basement: difficulty placing group above individual, difficulty in making people decisions

Input

Balcony: great resource, well-informed, excellent memory, mind for detail, collects interesting things, good conversationalist

Basement: can't distinguish worthless information, cluttered house-cluttered mind, boring

Intellection

Balcony: smart, enjoys musing, capable of deep and philosophical thought, able to work alone
Basement: loner, delays action by over-thinking, not a good team player

Learner

Balcony: loves learning, quick to grasp new ideas, interested and intrigued by life
Basement: know it all, doesn't produce results

Maximizer

Balcony: focuses on mastery and success, strives for excellence
Basement: overly perfectionist, nothing is ever good enough, constantly reworking

Positivity

Balcony: excited, Balconyhearted, energetic, generous with praise, sees positives
Basement: difficulty dealing with negativity, artificial, naYve, superficial

Relator

Balcony: deep relationships, naturally caring and trusting, forgiving, bighearted
Basement: prone to cliques, favors those they know deeply over less familiar people

Responsibility

Balcony: trustworthy, committed, accountable, self-determining, conscientious
Basement: difficulty delegating and trusting (micro-manager), obsessive, can't say "no", take on too much, over commits out of fear things won't get done

Restorative

Balcony: problem solver, troubleshooter, focused on finding enhancements and solutions
Basement: over-focused on weaknesses, negative, critical, blaming

Self-Assurance

Balcony: confident, able to take risks, knows where they are going
Basement: superior, over confident, stubborn, arrogant

Significance

Balcony: guides people to outstanding performance, focused on what is important, independent
Basement: craves recognition, self-focused, needy, gets identity through others views

Strategic

Balcony: sees the way to go as well as alternatives and different paths, intuitive
Basement: overly quick decisions, doesn't connect the dots for others, gets set on a solution (closed-minded)

Woo

Balcony: extrovert, people-oriented, loves to network, quickly builds connections
Basement: doesn't g t to know people deeply, shallow, fake

Clifton StrengthsFinder® 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 are often impatient.
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 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 try to treat everyone with equality by setting up clear rules and adhering to them.
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.
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 craving to know more. Often they like to collect and archive all kinds of information.
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 especially 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 manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.
SIGNIFICANCE™	People exceptionally talented in the Significance theme want to be very important in others' eyes. They are independent and want to be recognized.
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.