



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 02-27-2013

Michael Bullock

Your Top 5 Themes

Analytical
Responsibility
Learner
Self-Assurance
Focus

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

Analytical

Shared Theme Description

People who are especially 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.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you occasionally enjoy devoting your mental energy to certain types of activities. Perhaps these tasks force you to rely on reason and rational thinking. Instinctively, you are sometimes a critical reader. That is, you occasionally take apart writers' ideas and examine them bit by bit. Afterward, you might be able to judge whether specific thoughts have merit. To some extent, your scrutiny of the printed word, rather than your emotions, guides your decision-making process. Because of your strengths, you frequently examine the factors leading up to an event. Therein you discover the reasons why things happened the way they did. A number of individuals and/or groups probably appreciate your logical thinking style. By nature, you sometimes reason through things carefully to arrive at a reasonable conclusion. Driven by your talents, you may feel good about the choices you make when they are supported with facts or logic. You might put aside intuition and emotions when making certain decisions about your life.

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?

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?

Driven by your talents, you sometimes work hard to do what you said you would do. Perhaps you take pleasure from hearing people say they can count on you. Being regarded as dependable or trustworthy might be your badge of honor. Chances are good that 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!” It’s very likely that you conduct yourself in an exceptionally mature and orderly fashion even when your teammates, classmates, friends, coworkers, and colleagues are acting childish. Because of your strengths, you sometimes feel twinges of guilt when certain tasks are done carelessly. Perhaps you want to be associated with quality. You might be disappointed in yourself when you compromise some of your beliefs about right and wrong. By nature, you may refuse to shirk obligations. You might be particularly eager to fulfill your commitments. Perhaps you are described as earnest and dependable.

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 appreciate opportunities to acquire knowledge, gain skills, or experience new things. Perhaps you refuse to let your mind grow dull by being complacent — that is, smug or self-satisfied. By nature, you have little difficulty giving intense effort to projects, problems, or opportunities that capture and keep your attention. Driven by your talents, you earnestly direct your attention toward the ideas, issues, situations, or possibilities that stir your curiosity. In fact, you devote more time than most people do to exploring topics, problems, prospects, opportunities, or techniques that pique — that is, arouse or excite — your interest. When something has to be completed, you are eager to acquire the necessary knowledge or skills to meet the challenge. Chances are good that you might absorb specific information from selected books, publications, or other written materials. To some degree, reading satisfies your need to add facts to your mind's storehouse of ideas. Because of your strengths, you endorse the importance of acquiring additional knowledge and gaining new skills. You regard education as an ongoing activity.

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?

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?

By nature, you might describe the good life as taking the dare, walking to the edge, running toward the unknown, or working high in the air without a net to stop your fall. Perhaps you enjoy the rush of adrenalin that accompanies risky deeds or decisions. Driven by your talents, you may trust yourself to decide when to use intricate, sophisticated, or complicated words. Perhaps you enjoy inserting academic or professional terminology into your conversations, debates, and correspondence. Sometimes you reinforce your knowledge and build your confidence by using your extensive vocabulary. Maybe difficult-to-understand words give you an advantage that some people lack. It's very likely that you have great fun exchanging large-scale thoughts and opinions with your colleagues, associates, coworkers, or fellow students. These animated conversations allow you to refine your thinking and test your ideas. Because of your strengths, you sometimes dive into challenging situations because you trust yourself to survive or excel. Maybe you know that you have the talent to deal with obstacles or hazards as you encounter them. Launching new ventures might thrill you. Tackling impossible goals might energize you. Stepping out of your comfort zone into unfamiliar territory might stimulate you. Chances are good that you now and then long for employment or assignments that inspire you and pique — that is, arouse — your interest. You may be more enthusiastic about life when your work interests you.

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?

Focus

Shared Theme Description

People who are especially talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you may center your attention on what you want to accomplish in the coming months, years, or decades. Being free of annoying distractions might contribute to your enthusiasm for life in general or the future in particular. Because of your strengths, you sometimes use your mental or physical energy for several hours when the situation demands such effort. Perhaps you persist, persevere, and push yourself to keep working on assignments until you finish. Maybe you refuse to quit until you reach your goal. Driven by your talents, you may use reason to govern what you do and how you do it. Perhaps you take charge of activities that directly affect the quality or direction of your life. You might refuse to let anyone determine your destiny. It's very likely that you sometimes feel good about yourself and life in general when you exhibit the self-discipline to apply all your energy — mental and physical — to a particular job, assignment, goal, or obligation. Chances are good that you may channel some of your mental and physical energies toward what you might accomplish in the coming months, years, or decades. Sometimes you may ask yourself, "How far into the future can I think before some of my ideas start becoming vague or uninspiring?"

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

Analytical

Ideas for Action:

- Choose work in which you are paid to analyze data, find patterns, or organize ideas. For example, you might excel in marketing, financial, or medical research or in database management, editing, or risk management.
- Whatever your role, identify credible sources on which you can rely. You are at your best when you have well-researched sources of information and numbers to support your logic. For example, determine the most helpful books, websites, or publications that can serve as references.
- Your mind is constantly working and producing insightful analysis. Are others aware of that? Find the best way of expressing your thoughts: writing, one-on-one conversations, group discussions, perhaps lectures or presentations. Put value to your thoughts by communicating them.
- Make sure that your accumulation and analysis of information always leads to its application and implementation. If you don't do this naturally, find a partner who pushes you from theory to practice, from thinking to doing. This person will help ensure that your analysis doesn't turn into paralysis.
- Take an academic course that will expand your Analytical talents. Specifically, study people whose logic you admire.
- Volunteer your Analytical talents. You can be particularly helpful to those who are struggling to organize large quantities of data or having a hard time bringing structure to their ideas.
- Partner with someone with strong Activator talents. This person's impatience will move you more quickly through the analytical phase into the action phase.
- You may remain skeptical until you see solid proof. Your skepticism ensures validity, but others may take it personally. Help others realize that your skepticism is primarily about data, not people.
- Look for patterns in data. See if you can discern a motif, precedent, or relationship in scores or numbers. By connecting the dots in the data and inferring a causal link, you may be able to help others see these patterns.
- Help others understand that your analytical approach will often require data and other information to logically back up new ideas that they might suggest.

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.

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.

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.

Self-Assurance

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.

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.

Focus

Ideas for Action:

- When you set goals, discipline yourself to include timelines and measurements. These will provide regular proof that you are indeed making progress.
- Seek roles in which you can function independently. With your dominant Focus talents, you will be able to stay on track with little supervision.
- Your greatest worth as a team member might be helping others set goals. At the end of meetings, take responsibility for summarizing what was decided, for defining when these decisions will be acted on, and for setting a date when the group will reconvene.
- Others will think, act, and talk less efficiently than you do. Pay attention. Sometimes their “detours” will lead to discoveries and delights.
- Stretch your goal setting beyond work. If you find yourself becoming too focused on work goals, set goals for your personal life. They will give weight to your personal priorities and thereby help create balance in your life.
- Hours can disappear when you are intent on a task; you lose track of time. Make sure that all of your objectives are met and all of your priorities are followed by scheduling your efforts and sticking to that schedule.
- You function best when you can concentrate on a few well-defined initiatives and demands. Give yourself permission to reject projects or tasks that do not align with your overall mission. This will help you concentrate your efforts on your most important priorities — and will help others appreciate your need for focus.
- Take the time to write down your aspirations, and refer to them often. You will feel more in control of your life.
- At work, be sure to tell your manager your mid-term and short-term goals. This might well give your manager the confidence to give you the room you need.
- Make sure that the focus points you set for yourself take into consideration both quantity and quality. The integrity of your objectives will ensure that the application of your Focus talents leads to solid and long-lasting success.

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.

Analytical sounds like this:

Jose G., school system administrator: "I have an innate ability to see structures, formats, and patterns before they exist. For instance, when people are talking about writing a grant proposal, while I'm listening to them, my brain instinctively processes the type of grants that are available and how the discussion fits into the eligibility, right down to the format of how the information can fit on the grant form in a clear and convincing way."

Jack T., human resources executive: "If I make a claim, I need to know that I can back it up with facts and logical thinking. For example, if someone says that our company is not paying as much as other companies, I always ask, 'Why do you say that?' If they say, 'Well, I saw an ad in the paper that offers graduates in mechanical engineering five grand more than we are paying,' I'll reply by asking, 'But where are these graduates going to work? Is their salary based on geography? What types of companies are they going for? Are they manufacturing companies like ours? And how many people are in their sample? Is it three people, and one of them got a really good deal, thus driving the overall average up?' There are many questions I need to ask to ensure that their claim is indeed a fact and not based on one misleading data point."

Leslie J., school principal: "Many times, there are inconsistencies in the performance of the same group of students from one year to the next. It's the same group of kids, but their scores are different year to year. How can this be? Which building are the kids in? How many of the kids have been enrolled for a full academic year? Which teachers were they assigned to, and what teaching styles were used by those teachers? I just love asking questions like these to understand what is truly happening."

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.”

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.”

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.’”

Focus sounds like this:

Nick H., computer executive: “It is very important to me to be efficient. I’m the sort of guy who plays a round of golf in two and a half hours. When I was at Electronic Data Systems, I worked out a set list of questions so that I could conduct a review of each division in 15 minutes. The founder, Ross Perot, called me ‘The Dentist’ because I would schedule a whole day of these in-and-out, fifteen-minute meetings.”

Brad F., sales executive: “I am always sorting priorities, trying to figure out the most efficient route toward the goal so that there is very little dead time, very little wasted motion. For example, I will get multiple calls from customers who need me to call the service department for them, and rather than taking each one of these calls as they come and interrupting the priorities of the day, I group them together into one call at the end of the day and get it done.”

Mike L., administrator: “People are amazed how I put things into perspective and stay on track. When people around the district are stuck on issues and caught on contrived barriers, I am able to pole-vault over them, reestablish the focus, and keep things moving.”

Doriane L., homemaker: “I am just the kind of person who likes to get to the point — in conversations, at work, and even when I am shopping with my husband. He likes to try on lots of things and has a good time doing it, whereas I try one thing on, and if I like it and it is not horribly priced, I buy it. I’m a surgical shopper.”

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?