

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 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

- Significance
- Responsibility
- Positivity
- Woo
- Belief

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 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.

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 a **one-time-use 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*.

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 in being "Strengths-Based Organizations" built upon the natural talents of each employee. The aforementioned development programs have been used over 48 countries and across a wide variety of industries.

Each learning opportunity is designed to help you find new ways to increase 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 Michael B. Harrison (CENTERMARKCOACH)

Significance

You want to be very significant in the eyes of other people. In the truest sense of the word you want to be recognized. You want to be heard. You want to stand out. You want to be known. In particular, you want to be known and appreciated for the unique strengths you bring. You feel a need to be admired as credible, professional, and successful. Likewise, you want to associate with others who are credible, professional, and successful. And if they aren't, you will push them to achieve until they are. Or you will move on. An independent spirit, you want your work to be a way of life rather than a job, and in that work you want to be given free rein, the leeway to do things your way. Your yearnings feel intense to you, and you honor those yearnings. And so your life is filled with goals, achievements, or qualifications that you crave. Whatever your focus-and each person is distinct-your Significance theme will keep pulling you upward, away from the mediocre toward the exceptional. It is the theme that keeps you reaching.

Significance Sounds like this:

Mary P., *healthcare executive*: "Women are told almost from day one, 'Don't be too proud. Don't stand tall.' That kind of thing. But I've learned that it's okay to have power, it's okay to have pride, and it's okay to have a big ego. And also that I need to manage it and drive it in the right directions."

Kathie J., *partner in a law firm*: "Ever since I can remember I have had the feeling that I was special, that I could take charge and make things happen. Back in the '60s I was the first woman partner in my firm, and I can still recall walking into boardroom after boardroom and being the only woman. It's strange, thinking back. It was tough, but I actually think I enjoyed the pressure of standing out. I enjoyed being the 'woman' partner. Why? Because I knew that I would be very hard to forget. I knew everyone would notice me and pay attention to me."

John L., *physician*: "All through my life I felt that I was onstage. I am always aware of an audience. If I am sitting with a patient, I want the patient to see me as the best doctor he or she has ever had. If I am teaching medical students, I want to stand out as the best medical educator they have ever had. I want to win the Educator of the Year award. My boss is a big audience for me. Disappointing her would kill me. It's scary to think that part of my self-esteem is in other people's hands, but then again, it keeps me on my toes."

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Responsibility

Your Responsibility theme forces you to take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it. If for some reason you cannot deliver, you automatically start to look for ways to make it up to the other person. Apologies are not enough. Excuses and rationalizations are totally unacceptable. You will not quite be able to live with yourself until you have made restitution. This conscientiousness, this near obsession for doing things right, and your impeccable ethics, combine to create your reputation: utterly dependable. When assigning new responsibilities, people will look to you first because they know it will get done. When people come to you for help-and they soon will-you must be selective. Your willingness to volunteer may sometimes lead you to take on more than you should.

Responsibility Sounds like this:

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 \$5 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."

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 of 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."

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."

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Positivity

You are generous with praise, quick to smile, and always on the lookout for the positive in the situation. Some call you lighthearted. Others just wish that their glass were as full as yours seems to be. But either way, people want to be around you. Their world looks better around you because your enthusiasm is contagious. Lacking your energy and optimism, some find their world drab with repetition or, worse, heavy with pressure. You seem to find a way to lighten their spirit. You inject drama into every project. You celebrate every achievement. You find ways to make everything more exciting and more vital. Some cynics may reject your energy, but you are rarely dragged down. Your Positivity won't allow it. Somehow you can't quite escape your conviction that it is good to be alive, that work can be fun, and that no matter what the setbacks, one must never lose one's sense of humor.

Positivity Sounds like this:

Gerry L., *flight attendant*: "There are so many people on an airplane that I have made it a point over the years of singling out one or two on a flight and making it something special for them. Certainly, I will be courteous to everybody and extend to them the kind of professionalism that I would like given to me, but over and above that I try to make one person or family or small group of people feel particularly special, with jokes and conversation and little games that I play."

Andy B., *Internet marketing executive*: "I am one of those people who loves creating buzz. I read magazines all the time, and if I find something fun-some new store, new lip gloss, whatever-I will charge around telling everyone about it. 'Oh, you just have to try this store. It is so-o-o cool. Look at these pictures. Check them out.' I am so passionate when I talk about something that people just have to do what I say. It's not that I am a great salesperson. I'm not. In fact, I hate asking for the close, I hate bothering people. It's just that my passion about what I say makes people think, 'Gosh, it must be true.'"

Sunny G., *communications manager*: "I think the world is plagued with enough negative people. We need more positive people, people who like to zero in on what is right with the world. Negative people just make me feel heavy. In my last job there was a guy who came into my office every morning just to unload on me. I would purposely dodge him. I'd see him coming, and I'd run to the bathroom or go some other place. He made me feel as if the world was a miserable place, and I hated that."

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Woo

Woo stands for winning others over. You enjoy the challenge of meeting new people and getting them to like you. Strangers are rarely intimidating to you. On the contrary, strangers can be energizing. You are drawn to them. You want to learn their names, ask them questions, and find some area of common interest so that you can strike up a conversation and build rapport. Some people shy away from starting up conversations because they worry about running out of things to say. You don't. Not only are you rarely at a loss for words; you actually enjoy initiating with strangers because you derive satisfaction from breaking the ice and making a connection. Once that connection is made, you are quite happy to wrap it up and move on. There are new people to meet, new rooms to work, new crowds to mingle in. In your world there are no strangers, only friends you haven't met yet-lots of them.

Woo Sounds like this:

Deborah C., *publishing executive*: "I have made best friends out of people that I have met passing in the doorway. I mean it's awful, but wooing is part of who I am. All my taxi drivers propose to me."

Marilyn K., *college president*: "I don't believe I'm looking for friends, but people call me a friend. I call people and say, 'I love you,' and I mean it because I love people easily. But friends? I don't have many friends. I don't think I am looking for friends. I am looking for connections. And I am really good at that because I know how to achieve common ground with people."

Anna G., *nurse*: "I think I am a little shy sometimes. Usually I won't make the first step out. But I do know how to put people at ease. A lot of my job is just humor. If the patient is not very receptive, my role becomes a stand-up comedian. I'll say to an eighty-year-old patient, 'Hi, you handsome guy. Sit up. Let me get your shirt off. That's good. Take your shirt off. Whoa, what a chest on this man!' With kids you have to start very slowly and say something like 'How old are you?' If they say 'ten,' then you say, 'Really? When I was your age, I was eleven'-silly stuff like that to break the ice."

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Belief

If you possess a strong Belief theme, you have certain core values that are enduring. These values vary from one person to another, but ordinarily your Belief theme causes you to be family-oriented, altruistic, even spiritual, and to value responsibility and high ethics-both in yourself and others. These core values affect your behavior in many ways. They give your life meaning and satisfaction; in your view, success is more than money and prestige. They provide you with direction, guiding you through the temptations and distractions of life toward a consistent set of priorities. This consistency is the foundation for all your relationships. Your friends call you dependable. "I know where you stand," they say. Your Belief makes you easy to trust. It also demands that you find work that meshes with your values. Your work must be meaningful; it must matter to you. And guided by your Belief theme it will matter only if it gives you a chance to live out your values.

Belief Sounds like this:

Michael K., *salesperson*: "The vast majority of my nonworking time goes to my family and to the things we do in the community. I was on the countywide Boy Scouts board of directors. And when I was a Boy Scout, I was pack leader. When I was an Explorer, I was junior assistant leader for the Boy Scouts. I just like being with kids. I believe that's where the future is. And I think you can do a whole lot worse with your time than investing it in the future."

Lara M., *college president*: "My values are why I work so hard every day at my job. I put hours and hours into this job, and I don't even care what I get paid. I just found out that I am the lowest paid college president in my state, and I don't even care. I mean, I don't do this for the money."

Tracy D., *airline executive*: "If you are not doing something important, why bother? Getting up every day and working on ways to make flying safer seems important to me, purposeful. If I didn't find this purpose in my job, I don't know if I could work through all the challenges and frustrations that get in my way. I think I would get demoralized."

Brief Descriptions of the 34 Themes of Talent Measured by 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.