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# Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 10-18-2016



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## YOUR TOP 5 THEMES

1. Positivity
2. Includer
3. Consistency
4. Responsibility
5. Arranger

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## 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

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### Positivity

#### SHARED THEME DESCRIPTION

People who are especially talented 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.

#### YOUR PERSONALIZED STRENGTHS INSIGHTS

##### **What makes you stand out?**

Chances are good that you probably have a reputation for making individuals as well as entire groups smile and laugh. When difficulties arise, you often tell comical stories and light-hearted jokes. To cheer people up, you can reenact amusing situations or make funny faces. Because of your strengths, you characteristically are an unselfish person. You have an easy time welcoming many different kinds of individuals into your circle. Besides expressing your approval of others, you usually discover a reason to acknowledge and compliment them one by one. You probably notice contributions, successes, or signs of progress that many overlook. You applaud personal and professional growth. Simply put: You are not stingy when it comes to acknowledging what people do well. Driven by your talents, you often describe your life in favorable terms even though obligations force you to keep working until you reach your goal. Instinctively, you find most things related to sports or athletes not only interest you but also cause you to feel much more enthusiastic about life. By nature, you are happier with your own life when acquaintances or friends acknowledge your constructive behavior. They probably count on you to handle important as well as mundane tasks. Some automatically trust you. Why? They realize you are serious about meeting deadlines, keeping promises, and paying attention to details.

#### 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?

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## Includer

### SHARED THEME DESCRIPTION

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

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### **What makes you stand out?**

Instinctively, you are fond of most people. You tend to be nonjudgmental. You usually find something good and likeable about every person you meet. Often you want to involve them in your activities and introduce them to others. You are undoubtedly puzzled by individuals who actively search for reasons to exclude people from their circle of friends, family members, coworkers, classmates, or teammates. Chances are good that you routinely find something to like in the majority of people you meet. You are very comfortable welcoming many different types of individuals into your circle of acquaintances, family, teammates, or friends. Driven by your talents, you sense there is something good in each person you meet. Your open approach to people makes you a very likeable individual. It's very likely that you feel life is marvelous when you have a wide array of friends and acquaintances. You usually find many qualities to appreciate in most of the people you meet. Because of your strengths, you probably harbor tender feelings for individuals who are quite different from you. Your openhearted — that is, kind and generous — nature compels you to reach out and draw into your life many different kinds of people.

### 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?

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## Consistency

### SHARED THEME DESCRIPTION

People who are especially talented 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.

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### **What makes you stand out?**

It's very likely that you may approach work and life in a practical manner. Once in a while, your realistic and commonsensical style allows you to make progress. You might leave little room for fanciful thinking. To some degree, you recognize that the unrestrained imagination of others can slow you down. Chances are good that you periodically schedule time to consider what you might create or accomplish in the coming weeks, months, years, or decades. Since you are somewhat practical, your ideas may be a bit more realistic than those of others. Perhaps your proposals are not mere pipe dreams — that is, wishful thinking. Maybe you feel that when you publicly share your thoughts, you might give more individuals an equal chance of participating, benefiting, or contributing to the effort. Because of your strengths, you might educate yourself about the basic facts surrounding certain types of issues or situations. To reduce the possibility of conflict, you may consider everyone's point of view. Perhaps you help some individuals see where they are in agreement with others. Now and then, you can move specific individuals toward consensus — that is, a judgment arrived at by most of those concerned. By nature, you might welcome opportunities to explore major concepts, proposals, or theories. You may converse with specific colleagues, coworkers, fellow students, or peers. Sometimes you give everyone an equal chance to think out loud. You might gravitate to certain individuals because they offer realistic and practical suggestions. Instinctively, you might engage some individuals in friendly and matter-of-fact conversations when the situation demands it. Perhaps being uniformly sociable and responsive to certain types of people is practical in your opinion.

### 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?

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## 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?**

Because of your strengths, you have a strong sense of commitment. It motivates you to make sure that things are carried through to completion even when difficulties arise. Driven by your talents, you customarily take on additional duties or tasks when you feel optimistic about yourself and your life. Instinctively, you volunteer for additional duties. You really enjoy being given authority over projects, individuals, or groups. You expect to be held accountable for the results you produce as well as your words and deeds. 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. By nature, you are impelled to deliver on all of your commitments. You are determined to meet all of your obligations. Doing so is your badge of honor. It is one reason why people describe you as trustworthy 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?

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## Arranger

### SHARED THEME DESCRIPTION

People who are especially talented 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.

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### **What makes you stand out?**

By nature, you exhibit a heightened awareness of your talents. One of your top priorities is building upon these natural abilities to create strengths. You undoubtedly find opportunities to practice using your talents in new and different ways. Chances are good that you feel upbeat when you spend more time using your talents than fixing your limitations. You probably have noticed you progress faster and accomplish more when you give yourself permission to do what you do well. Because of your strengths, you may become bored when you have only a few things to do. Perhaps you can think about several tasks at the same time. Squeezing in a bit of time here and there to work on each task keeps you mentally alert. Locating materials and timing their delivery might be your forte — that is, strong point. Driven by your talents, you typically champion the importance of not playing favorites. You are apt to argue against giving one person on the team even the slightest advantage over anyone else in the group. It's very likely that you are the person who frequently pauses to hear what your teammates think or feel. Most people walk away saying, "Finally, someone truly understands me."

### 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?



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## 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

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### Positivity

#### IDEAS FOR ACTION:

You probably will excel in any role in which you are paid to highlight the positive. A teaching role, a sales role, an entrepreneurial role, or a leadership role will make the most of your ability to make things dramatic.

You tend to be more enthusiastic and energetic than most people. When others become discouraged or are reluctant to take risks, your attitude will provide the impetus to keep them moving. Over time, others will start to look to you for this “lift.”

Plan highlight activities for your friends and colleagues. For example, find ways to turn small achievements into events, plan regular celebrations that others can look forward to, or capitalize on the year’s holidays and festivals.

Explain that your enthusiasm is not simple naivety. You know that bad things can happen; you simply prefer to focus on the good things.

You may get your greatest joy by encouraging people. Freely show your appreciation of others, and make sure that the praise is not vague. Consistently seek to translate your feelings into specific, tangible, and personal expressions of gratitude and recognition.

As you share your Positivity talents, be sure to protect and nurture them. As necessary, insulate yourself from chronic whiners and complainers, and intentionally spend time in highly positive environments that will invigorate and feed your optimism.

Don’t pretend that difficulties don’t concern you. Other people need to know that while you find the good in virtually every situation, you are not naïve. Recognize challenges, and communicate the reasons for your optimism. Your positive approach will be most powerful when others realize it is grounded in reality.

Because people will rely on you to help them rise above their daily frustrations, arm yourself with good stories, jokes, and sayings. Never underestimate the effect that you can have on people.

Avoid negative people. They will bring you down. Instead, seek people who find the same kind of drama and humor in the world that you do. You will energize each other.

Deliberately help others see the things that are going well for them. You can keep their eyes on the positive.

#### 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.
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## Includer

### IDEAS FOR ACTION:

Consider roles in which you can take responsibility for representing voices that are not usually heard. You will derive a great deal of satisfaction from being a spokesperson for these people.

Look for opportunities to bring together people of diverse cultures and backgrounds. You can be a leader in this area.

Help those who are new to an organization or group get to know other people. You will always be adept at quickly making people feel accepted and involved.

An anti-elitist, you may clash with those who feel they have earned the right to perks and power. Rather than disputing their claim, use your Includer insights to help everyone find common ground and value in their contributions.

Acknowledge the dissonance you feel when you must be the bearer of bad news. Look for partners who can help you justify your position so you don't apologize or soften the message too much.

Not every person is lovable or even likeable. While many of your friends or colleagues may be put off by difficult people, you have a natural capacity to truly care for all people. Let others know that if they ever come to the end of their rope with a problematic individual, they can call on you to step in.

Choose roles in which you are continuously working and interacting with people. You will enjoy the challenge of making everyone feel important.

Partner with someone who has dominant Activator or Command talents. This person can help you when you have to deliver news that might hurt someone's feelings.

Realize that people will relate to each other through you. You are a conduit for information. You can interact with all parts and all people in a group and keep them effectively connected to each other.

Explain what we all have in common. Help others understand that to respect the differences among us (our diversity), we must begin by appreciating what we all share (our similarity).

### 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.
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## Consistency

### IDEAS FOR ACTION:

Make a list of the rules of consistency by which you can live. These rules might be based on certain values that you have or on certain policies that you consider “non-negotiables.” Counterintuitively, the more clear you are about these rules, the more comfortable you will be with individuality within these boundaries.

Seek roles in which you can be a force for leveling the playing field. At work or in your community, become a leader in helping provide disadvantaged people with the platform they need to show their true potential.

Cultivate a reputation for pinpointing those who really deserve credit. Make sure that respect is always given to those who truly performed the work. You can become known as the conscience of your organization or group.

Find a role in which you can enforce compliance to a set of standards. Always be ready to challenge people who break the rules or “grease the wheels” to earn an unfair advantage for themselves.

Keep your focus on performance. Your Consistency talents might occasionally lead you to overemphasize how someone gets work done, and ignore what he or she gets done.

Because you value equality, you find it hard to deal with individuals who bend the rules to fit their situation. Your Consistency talents can help you clarify rules, policies, and procedures in ways that will ensure that they are applied uniformly across the board. Consider drafting protocols to make sure that these rules are clearly stated.

Partner with someone with powerful Maximizer or Individualization talents. This person can remind you when it is appropriate to accommodate individual differences.

Always practice what you preach. This sets the tone for equality and encourages peaceful compliance.

Others will appreciate your natural commitment to consistency between what you have promised and what you will deliver. Always stand up for what you believe, even in the face of strong resistance. You will reap long-lasting benefits.

Leverage your Consistency talents when you have to communicate “not so pleasant” news. You can be naturally adept at helping others appreciate the rationale behind decisions, which will make the situation easier on them — and you.

## 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.

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## 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.

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## Arranger

### IDEAS FOR ACTION:

Learn the goals of your coworkers and friends. Let them know that you are aware of their goals, and then help set them up for success.

If a team needs to be created, make sure you are involved. You recognize talents, skills, and knowledge in people, and that awareness will help you get the right people in the right spots.

You intuitively sense how very different people can work together. Take a close look at groups with divergent personalities and opinions, as they may have the greatest need for your Arranger talents.

Be sure to keep track of ongoing deadlines for your many tasks, projects, and obligations. Although you enjoy the chance to juggle lots of activities, others with less powerful Arranger talents may become anxious if they don't see you working on their projects frequently. Inform them of your progress to ease their fears.

Seek complex, dynamic environments in which there are few routines.

Take on the organization of a big event — a convention, a large party, or a company celebration.

Give people time to understand your way of doing things when you present it to them. Your mental juggling is instinctive, but others might find it difficult to break with existing procedures. Take the time to clearly explain why your way can be more effective.

At work, focus your Arranger talents on the most dynamic areas of your organization. Divisions or departments that are static and routine in nature are likely to bore you. You will thrive when your Arranger talents are energized, and you will suffer when you are bored.

Help others see your far-reaching expertise by sharing your "what if" thinking with them. When they know you've identified and carefully considered all possible options and arrangements, they'll feel more confident.

You are flexible in the way you organize people, as well as in how you configure space. Figure out how you can improve workflow by rearranging spaces and/or procedures to maximize efficiency and to free up time for you and for others.

## 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.

### 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 to single out one or two on a flight and make 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."

### INCLUDER SOUNDS LIKE THIS:

Harry B., outplacement consultant: "Even as a child, although I was very shy, I always made sure that I was the one inviting others to play. When picking teams or sides in school, I never wanted anyone not to participate with us. In fact, I can remember when I was ten or eleven, I had a friend who was not a member of our church. We were at a church banquet, and he showed up at the door because typically we had our youth activity at the church on that night. Immediately, I got up, brought him over to our family, and sat him down at the table."

Jeremy B., defense lawyer: "When I first started this job, I met people and became fast, furious friends with them almost on day one, only to find out later that, you know, this person's got a lot of issues, and I've already included them in dinner parties and our social circle. My partner, Mark, is like, 'What



is it exactly that made you want to include this person?' And then it's a matter of figuring out what pushed my buttons when I first met them, what made me enjoy them so much. And, you know, making sure that this is the aspect of them that Mark and I focus on . . . because once I include someone in my circle, I don't dump them."

Giles D., corporate trainer: "In class, I seem to be able to sense when someone is disengaging from the group discussion, and I immediately draw them back into the conversation. Last week, we got into a lengthy discussion about performance appraisals, and one woman wasn't talking at all. So I just said, 'Monica, you've had performance appraisals. Any thoughts on the subject?' I really think this has helped me as a teacher because when I don't know the answer to something, very often it is the person I pull in who supplies the answer for me."

#### CONSISTENCY SOUNDS LIKE THIS:

Simon H., hotel general manager: "I often remind my senior managers that they shouldn't be abusing their parking privileges or using their position to take golf tee times when there are guests waiting. They hate my drawing attention to this, but I am just the kind of person who dislikes people abusing their perks. I also spend a great deal of time with our hourly employees. I have tremendous respect for them."

Jamie K., magazine editor: "I am the person who always roots for the underdog. I hate it when people don't get a fair shot because of some circumstance in their life that they couldn't control. To put some teeth to this, I am going to set up a scholarship at my alma mater so that journalism students of limited means can do internships in the real world without having to keep paying for their college tuition. I was lucky. When I was an intern in New York at NBC, my family could afford it. Some families can't, but those students should still get a fair shot."

Ben F., operations manager: "Always give credit where credit is due; that's my motto. If I am in a meeting and I bring up an idea that one of my staff actually came up with, I make sure to publicly attribute the idea to that person. Why? Because my bosses always did that with me, and now it seems like the only fair and proper thing to do."

#### 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."

#### 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 thirty variables, and get hung up trying to balance all thirty. 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.'"

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?