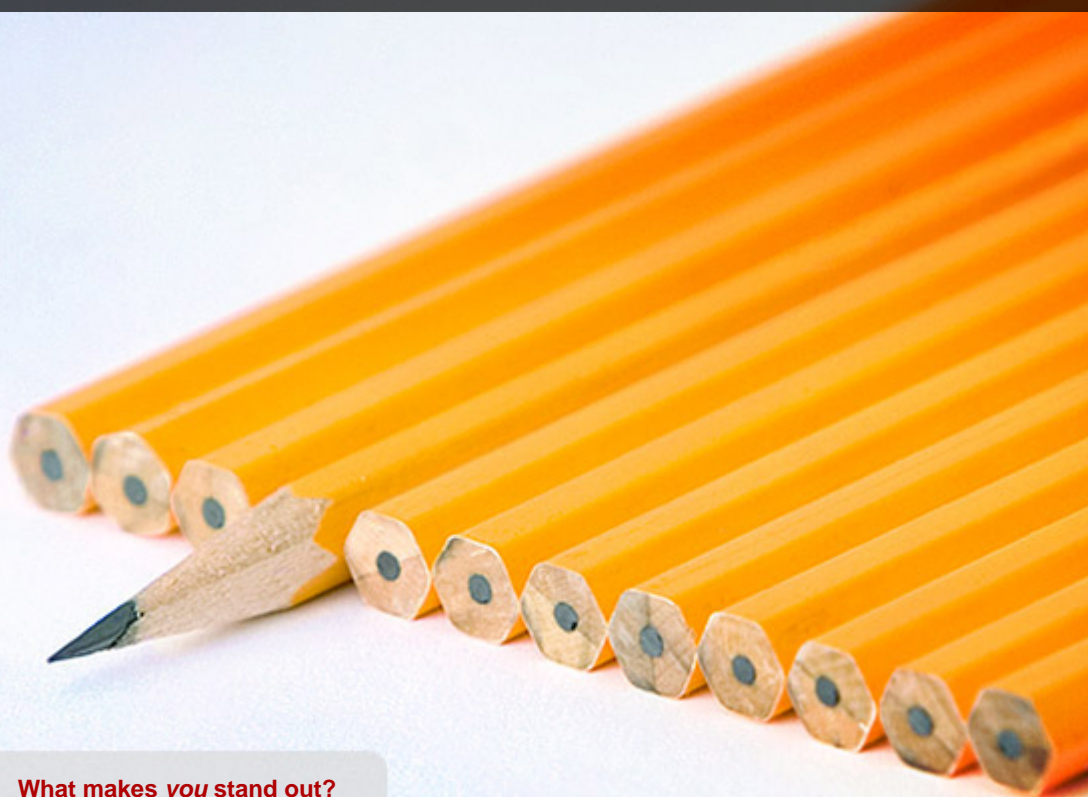


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Strengths Discovery and Action-Planning Guide



What makes *you* stand out?

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GEORGE KLIPPENES

Your Top 5 Themes

Achiever

Learner

Strategic

Competition

Futuristic

What's in This Guide?

- For each of your top five themes, you will find:
 - A brief Shared Theme Description
 - Your Personalized Strengths Insights, which describe what makes you stand out from others with the same theme in their top five
 - Some examples of what the theme "sounds like" — real quotes from people who also have the theme in their top five
 - 10 Ideas for Action
- A Strengths Discovery Activity to get you thinking about how your talents and your investment work together to build strengths that you can apply to your work and personal life
- A Strengths-Based Action Plan for review with a friend, manager, or colleague

ACHIEVER

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

By nature, you ordinarily take time and exert extra effort to comprehend what you are reading. You probably refuse to rush through written material. Why? You likely intend to commit to memory as many facts and concepts as possible. Because of your strengths, you toil with little rest and enjoy it as long as you can partner with individuals who share your strong work ethic. Having slackers in the group certainly tries your patience, especially when they are content to meet the minimum expectations. Your drive to do more and better work undoubtedly annoys and even threatens them. Chances are good that you concentrate for extended periods of time. This is one reason why you ultimately master skills and grasp concepts. Instinctively, you devote your full attention to immediate tasks and challenges. This explains why you give yourself plenty of time to comprehend what you read on the printed page or the computer screen. Diligence, persistence, and concentration are three of your distinguishing traits. Driven by your talents, you channel your efforts into the task at hand. You persevere until you have gained the knowledge and skills needed to attain a goal. You can toil for many hours to secure your objective. You probably work hardest and most productively at a particular time of day.

Achiever sounds like this:

Melanie K., ER nurse: "I have to rack up points every day to feel successful. Today I've been here only half an hour, but I've probably racked up thirty points already. I ordered equipment for the ER, I had equipment repaired, I had a meeting with my charge nurse, and I brainstormed with my secretary about improving our computerized logbook. So on my list of ninety things, I have thirty done already. I'm feeling pretty good about myself right now."

Ted S., salesperson: "Last year I was salesperson of the year out of my company's three hundred salespeople. It felt good for a day, but sure enough, later that week, it was as if it never happened. I was back at zero again. Sometimes I wish I wasn't an achiever because it can lead me away from a balanced life and toward obsession. I used to think I could change myself, but now I know I am just wired this way. This theme is truly a double-edged sword. It helps me achieve my goals, but on the other hand, I wish I could just turn it off and on at will. But, hey, I can't. I can manage it and avoid work obsession by focusing on achieving in all parts of my life, not just work."

Sara L., writer: "This theme is a weird one. First, it's good because you live in pursuit of the perpetual challenge. But in the second place, you never feel as though you've reached your goal. It can keep you running uphill at seventy miles an hour for your whole life. You never rest because there's always more to do. But, on balance, I think I would rather have it than not. I call it my 'divine restlessness,' and if it makes me feel as if I owe the present everything I have, then so be it. I can live with that."

Ideas for Action:

- Select jobs that allow you to have the leeway to work as hard as you want and in which you are encouraged to measure your own productivity. You will feel challenged and alive in these environments.

- As an achiever, you relish the feeling of being busy, yet you also need to know when you are "done." Attach timelines and measurement to goals so that effort leads to defined progress and tangible outcomes.
- Remember to build celebration and recognition into your life. Achievers tend to move on to the next challenge without acknowledging their successes. Counter this impulse by creating regular opportunities to enjoy your progress and accomplishments.
- Your drive for action might cause you to find meetings a bit boring. If that's the case, appeal to your Achiever talents by learning the objectives of each meeting ahead of time and by taking notes about progress toward those objectives during the meeting. You can help ensure that meetings are productive and efficient.
- Continue your education by attaining certifications in your area or specialty in addition to attending conferences and other programs. This will give you even more goals to achieve and will push your existing boundaries of accomplishment.
- You do not require much motivation from others. Take advantage of your self-motivation by setting challenging goals. Set a more demanding goal every time you finish a project.
- Partner with other hard workers. Share your goals with them so they can help you to get more done.
- Count personal achievements in your scoring "system." This will help you direct your Achiever talents toward family and friends as well as toward work.
- More work excites you. The prospect of what lies ahead is infinitely more motivating than what has been completed. Launch initiatives and new projects. Your seemingly endless reserve of energy will create enthusiasm and momentum.
- Make sure that in your eagerness to do more at work, you do not skimp on quality. Create measurable outcome standards to guarantee that increased productivity is matched by enhanced quality.

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?

Chances are good that you yearn to know a lot. It makes little sense to you to skim through a book and read only the highlights. You delve more deeply into intriguing subjects than most people do. You love to gather all kinds of information. This explains why you take time to grasp ideas that appear in print. It's very likely that you treasure books and other publications because they are rich sources of information. You regard the printed word as a gateway to a vast world of new ideas. Your quest to interpret events, grasp facts, or understand concepts appears limitless. Frequently you read to broaden your perspective on very familiar, as well as altogether unfamiliar, topics. Driven by your talents, you enjoy reflecting on what you already know and on what you want to know. Your concentration leads you to major and minor discoveries. You need ample quiet time to critically examine new information, theories, concepts, or philosophies. Wherever you go and whatever you do, your mind is seldom at rest. You consider what you have observed. You pose never-before-asked questions. Thinking deeply about things is a necessity for you. It is not a luxury. It is not an option. Because of your strengths, you dedicate yourself to acquiring knowledge and using your skills. You likely are self-taught in many ways. You probably work with instructors, trainers, coaches, or mentors. You embrace opportunities to expose your mind to new ideas. You welcome the chance to practice new ways of plying -- that is, diligently practicing -- your trade or craft. By nature, you think systematically to identify patterns in processes, data, facts, relationships, agendas, timelines, or contracts. You see distinct linkages between this factor and that consequence, this decision and that

result, or this action and that reaction. People trust you to make informed and reasonable choices. They are likely to ask what you think before they finalize a plan or state their position.

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."

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.

STRATEGIC

Shared Theme Description

People who are especially talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

Your Personalized Strengths Insights

What makes you stand out?

It's very likely that you may be inclined to examine the basic elements of certain types of problems. You might attempt to understand how and why things work or fail to work. These insights might stimulate your thinking. Then you try to generate a few alternative plans. Considering prevailing circumstances, available resources, and time constraints, you might narrow down your options. Perhaps the plan that offers the best chance of solving the problem naturally reveals itself. Chances are good that you may see solutions before other people know there is a problem. You might start formulating answers before your teammates, coworkers, or classmates understand the question. Sometimes you generate numerous ideas before sorting to the one that makes the most sense in a particular situation. Driven by your talents, you occasionally opt to work by yourself. Perhaps you trust your talents, knowledge, and skills in identifying problems. You might consider numerous solutions before you pinpoint an appropriate course of action. Sometimes questions and answers materialize without much effort on your part. Instinctively, you are innovative, inventive, original, and resourceful. Your mind allows you to venture beyond the commonplace, the familiar, or the obvious. You entertain ideas about the best ways to reach a goal, increase productivity, or solve a problem. First, you think of alternatives. Then you choose the best option. Because of your strengths, you might acknowledge your ability to detect specific configurations in events, data, or people's behavior. Perhaps you identify trends or potential problems before anyone else notices them. Sometimes you help people examine the consequences of taking action or failing to take action.

Strategic sounds like this:

Liam C., manufacturing plant manager: "It seems as if I can always see the consequences before anyone else can. I have to say to people, 'Lift up your eyes; look down the road a ways. Let's talk about where we are going to be next year so that when we get to this time next year, we don't have the same problems.' It seems obvious to me, but some people are just too focused on this month's numbers, and everything is driven by that."

Vivian T., television producer: "I used to love logic problems when I was a kid -- you know, the ones where 'if A implies B, and B equals C, does A equal C?' Still today, I am always playing out repercussions, seeing where things lead. I think it makes me a great interviewer. I know that nothing is an accident; every sign, every word, every tone of voice has significance. So I watch for these clues and play them out in my head, see where they lead, and then plan my questions to take advantage of what I have seen in my head."

Simon T., human resources executive: "We really needed to take the union on at some stage, and I saw an opportunity -- a very good issue to take them on. I could see that they were going in a direction that would lead them into all kinds of trouble if they continued following it. Lo and behold, they did continue following it, and when they arrived, there I was, ready and waiting. I suppose it just comes naturally to me to predict what someone else is going to do. And then when that person reacts, I can respond immediately because I have sat down and said, 'Okay, if they do this, we'll do this. If they do that, then we'll do this other thing.' It's like when you tack in a sailboat. You head in one direction, but you jinx one way, then another, planning and reacting, planning and reacting."

Ideas for Action:

- Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you. Remember that this musing time is essential to strategic thinking.
- You can see repercussions more clearly than others can. Take advantage of this ability by planning your range of responses in detail. There is little point in knowing where events will lead if you are not ready when you get there.
- Find a group that you think does important work, and contribute your strategic thinking. You can be a leader with your ideas.
- Your strategic thinking will be necessary to keep a vivid vision from deteriorating into an ordinary pipe dream. Fully consider all possible paths toward making the vision a reality. Wise forethought can remove obstacles before they appear.
- Make yourself known as a resource for consultation with those who are stumped by a particular problem or hindered by a particular obstacle or barrier. By naturally seeing a way when others are convinced there is no way, you will lead them to success.
- You are likely to anticipate potential issues more easily than others. Though your awareness of possible danger might be viewed as negativity by some, you must share your insights if you are going to avoid these pitfalls. To prevent misperception of your intent, point out not only the future obstacle, but also a way to prevent or overcome it. Trust your insights, and use them to ensure the success of your efforts.
- Help others understand that your strategic thinking is not an attempt to belittle their ideas, but is instead a natural propensity to consider all the facets of a plan objectively. Rather than being a naysayer, you are actually trying to examine ways to ensure that the goal is accomplished, come what may. Your talents will allow you to consider others' perspectives while keeping your end goal in sight.
- Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, your intuitions are created by a brain that instinctively anticipates and projects. Have confidence in these perceptions.
- Partner with someone with strong Activator talents. With this person's need for action and your need for anticipation, you can forge a powerful partnership.
- Make sure that you are involved in the front end of new initiatives or enterprises. Your innovative yet procedural approach will be critical to the genesis of a new venture because it will keep its creators from developing deadly tunnel vision.

COMPETITION

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you normally convince people to participate in contests. Why? You are eager to compare your performance to theirs. You certainly want to be the winner. You probably are quite selective about the types of rivalries in which you participate. Instinctively, you really push yourself to be the best. You typically gain an advantage whenever you can dictate how the game will be played or how a project will be organized. You characteristically prefer to be the person in charge of your life. It's very likely that you act like a rival when you are pitted against others and only one person can be declared the very best at something. Your deep-seated desire to finish in first place probably drives

many of your choices and explains much of your behavior. By nature, you persevere in your efforts because you believe diligence is rewarded. Reaching your goals spurs you to toil with even greater purpose. Because of your strengths, you labor tirelessly when you know your performance and results are being compared to those of other people. You probably find it hard to recall a time when you failed for lack of effort. You are naturally motivated to be the very best -- not merely one of the top finishers. Your satisfaction comes from being "number one."

Competition sounds like this:

Mark L., sales executive: "I've played sports my entire life, and I don't just play to have fun -- let me put it that way. I like to engage in sports I am going to win and not ones I am going to lose, because if I lose, I am outwardly gracious but inwardly infuriated."

Harry D., general manager: "I'm not a big sailor, but I love the America's Cup. Both boats are supposed to be exactly the same, and both crews have top-notch athletes. But you always get a winner. One of them had some secret up their sleeves that tipped the balance and enabled them to win more often than lose. And that's what I am looking for -- that secret, that tiny edge."

Sumner Redstone, chairman of Viacom (now known as CBS Corporation), on his efforts to acquire that company: "I relished every minute of it because Viacom was a company worth fighting for and I enjoyed a contest. If you get involved in a major competitive struggle, and the stress that inevitably comes with it, you'd better derive some real sense of satisfaction and enjoyment from the ultimate victory. Wrestling control of a company like Viacom was warfare. I believe the real lesson it taught me was that it is not about money, it's about the will to win."

Ideas for Action:

- Select work environments in which you can measure your achievements. You might not be able to discover how good you can be without competing.
- List the performance scores that help you know where you stand every day. What scores should you pay attention to?
- Identify a high-achieving person against whom you can measure your own achievement. If there is more than one, list all the people with whom you currently compete. Without measurement, how will you know if you won?
- Try to turn ordinary tasks into competitive games. You will get more done this way.
- When you win, take the time to investigate why you won. You can learn a great deal more from a victory than from a loss.
- Let people know that being competitive does not equate with putting others down. Explain that you derive satisfaction from pitting yourself against good, strong competitors and winning.
- Develop a "balanced metric" -- a measurement system that will monitor all aspects of your performance. Even if you are competing against your own previous numbers, this measurement will help you give proper attention to all aspects of your performance.
- When competing with others, create development opportunities by choosing to compare yourself to someone who is slightly above your current level of expertise. Your competition will push you to refine your skills and knowledge to exceed those of that person. Look one or two levels above you for a role model who will push you to improve.
- Take the time to celebrate your wins. In your world, there is no victory without celebration.
- Design some mental strategies that can help you deal with a loss. Armed with these strategies, you will be able to move on to the next challenge much more quickly.

FUTURISTIC

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

By nature, you may create some vivid images of what can be done in the coming months, years, or decades. Perhaps you are prompted to transform your ideas into things you can touch, taste, see, smell, or hear. It's very likely that you might be energized by your plans for the coming months, years, or decades. Bringing your ideas to life may fill you with enthusiasm. Perhaps you sense that you have the power to transform your theories, inventions, plans, processes, or creations into reality. Instinctively, 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?" Driven by your talents, you may be enthusiastic about the future because certain visionaries describe it so clearly. Perhaps their ideas for products, medicines, or inventions increase your determination to take action. Chances are good that you periodically envision what you can accomplish tomorrow, next week, next month, next year, or in the coming decades. Your goals and aspirations might motivate you to keep moving forward. Perhaps the tension you feel if a deadline is fast approaching forces you to concentrate on the right activities, discard irrelevant information, or not waste time on intriguing distractions. Your one aim might be reaching your objectives.

Futuristic sounds like this:

Dan F., school administrator: "In any situation, I am the guy who says, 'Did you ever think about . . . ? I wonder if we could . . . I don't believe it can't be done. It's just that nobody has done it yet. Let's figure out how we can.' I am always looking for options, for ways not to be mired by the status quo. In fact, there is no such thing as the status quo. You are either moving forward, or you are moving backward. That's the reality of life, at least from my perspective. And right now, I believe that my profession is moving backward. State schools are being out-serviced by private schools, charter schools, home schools, Internet schools. We need to free ourselves from our traditions and create a new future."

Jan K., internist: "Here at the Mayo Clinic, we are launching a group called the Hospitalists. Rather than having patients handed off from one doctor to another during their stay in the hospital, I envision a family of providers. I envision fifteen to twenty MDs, of various genders and races, with twenty to twenty-five nurse practitioners. There will be four to five new hospital services, most of which will work with surgeons and will provide para-operative care as well as care for the hospitalized elderly. We are redefining the model of care here. We don't just take care of the patients when they are in the hospital. If a patient comes in for a knee replacement, a member of the Hospitalist team would see him before the surgery, follow him from the day of surgery through the days of hospitalization, and then see him when he comes in six weeks later for his postoperative check. We will provide patients with a complete episode of care so that they don't get lost in the handoffs. And to get the funding, I just saw the detailed picture in my head and kept describing this picture to the department chair. I guess I made it seem so real that they had no choice but to grant me the funds."

Ideas for Action:

- Choose roles in which you can contribute your ideas about the future. For example, you might excel in entrepreneurial or start-up situations.
- Take time to think about the future. The more time you spend considering your ideas about the future, the more vivid your ideas will become. The more vivid your ideas, the more persuasive you will be.

- Seek audiences who appreciate your ideas for the future. They will expect you to make these ideas a reality, and these expectations will motivate you.
- Find a friend or colleague who also has powerful Futuristic talents. Set aside an hour each month for "future" discussions. You can push each other to greater heights of creativity and vividness.
- Partner with someone with strong Activator talents. This person can remind you that you do not discover the future, you create it with the actions you take today.
- You inspire others with your images of the future, yet your thinking may be too expansive for them to comprehend. When you articulate your vision, be sure to describe the future in detail with vivid words and metaphors. Make your ideas and strategies more concrete via sketches, step-by-step action plans, or mock-up models so that others can readily grasp your intent.
- Surround yourself with people who are eager to put your vision into motion. They will feel exhilarated by your Futuristic talents, and you can harness their energy to propel the vision toward reality.
- Be prepared to provide logical support for your futuristic thinking. Your exciting visions of future success will be best received when rooted in real possibility.
- Your Futuristic talents could equip you to be a guide or coach for others. Unlike you, they might not be able to easily see over the horizon. If you catch a vision of what someone could be or do, don't assume that he or she is aware of that potential. Share what you see as vividly as you can. In doing so, you may inspire someone to move forward.
- Musing about the future comes naturally to you. Read articles about technology, science, and research to gain knowledge that will fuel your imagination.

Strengths Discovery Activity

As you begin to think about your talents, consider this equation:

$$\begin{array}{l} \mathbf{Talent} \text{ (a natural way of thinking, feeling, or behaving)} \\ \mathbf{X} \text{ } \mathbf{Investment} \text{ (time spent practicing, developing your skills, and building} \\ \text{your knowledge base)} \\ \hline \mathbf{=} \text{ } \mathbf{Strength} \text{ (the ability to consistently provide near-perfect performance)} \end{array}$$

Here is an example:

$$\begin{array}{l} \mathbf{Talent is:} \text{ Truly listening to your customers' wants and needs} \\ \mathbf{X} \text{ } \mathbf{Investment is:} \text{ Researching products and keeping up-to-date on the industry} \\ \hline \mathbf{=} \text{ } \mathbf{Strength is:} \text{ Consistently providing near-perfect customer service} \end{array}$$

Now, think about what *you* naturally do best. How can you invest in that talent to build strength?

Do your own Strengths Discovery Interview:

$$\begin{array}{l} \mathbf{Your Talent is:} \text{ _____} \\ \mathbf{X} \text{ } \mathbf{Your Investment is:} \text{ _____} \\ \hline \mathbf{=} \text{ } \mathbf{Your Strength is:} \text{ _____} \end{array}$$

My Strengths-Based Action Plan

Now that you have discovered your top five themes and considered action items for development, choose 1-3 themes that describe you best, and list them below. Talk to people who know you well, and ask them to describe how you embody these themes. Ask them for specific examples of times when they have seen you using each theme in action or how each theme manifests itself in you.

1. _____
2. _____
3. _____

Now, write down some specific actions that you could take in the next week, month, and year to build and apply your strengths. Refer to your Personalized Strengths Insights and Ideas for Action if you need help.

In the next week, I will:

-
-
-

In the next month, I will:

-
-
-

In the next year, I will:

-
-
-

Next, list the name of at least one person who you will meet with to review this plan. Be sure to choose someone who can help you to keep these goals "top of mind" and who will help you leverage your talents to build strengths.

Name: _____ Date reviewed: _____

Name: _____ Date reviewed: _____