



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

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Your Top 5 Themes

Analytical
Discipline
Deliberative
Competition
Individualization

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 really and truly hear what people have to say. Your natural inclination to evaluate information from a variety of sources and angles explains your attentiveness. Frequently you find subtle insights in what someone tells you — insights of which even that person is unaware. You enjoy bringing these discoveries to that person's attention. Chances are good that you often are described as a no-nonsense person. You are determined to examine the smallest details of processes, problems, regulations, plans, and contracts. Breaking these into their basic parts helps you better understand them. You are easily annoyed by individuals who fail to give you enough time to methodically investigate, study, or think through things. By nature, you may identify the specific traits or experiences that distinguish one person from the next. When you familiarize yourself with someone, you might be able to predict how the person will react in different situations. Driven by your talents, you customarily search for pertinent facts and relevant data to reconstruct the chain of events that produced a problem or an opportunity. You prefer reasonable explanations. Typically you reject the notion that fate, chance, or luck rules your life. Instinctively, you automatically double check your work. You want to understand how one idea or fact links neatly to whatever precedes and follows it.

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?

Discipline

Shared Theme Description

People who are especially talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you worry far less when you have a detailed outline for handling tasks or problems that arise on an hourly, daily, weekly, or monthly basis. You want to perform on par with everyone else. This is why you appreciate standardized operating procedures that give clear direction to people who do the same things you do. Chances are good that you might adhere to your orderly plan for the coming months, years, or decades. Maybe you document the steps leading to the future you desire. Perhaps measuring your progress on a regular basis is a priority. Driven by your talents, you sometimes prefer assignments or projects that demand strict adherence to standards. You might trust processes that yield precise outcomes time after time. Perhaps you like designing structured and clear directions for particular tasks. Possibly the level of detail you put into your work or studies mirrors how organized and meticulous you are. It's very likely that you are sometimes driven to complete the things you start. Perhaps you design detailed systems and rules for handling certain minor or major tasks that demand attention on a daily, weekly, monthly, or annual basis. By doing so, you might reduce an activity's level of difficulty. Also, you may increase your own level of consistency. Instinctively, you may consider ways you can enhance standardized procedures that already serve you well. You might understand the importance of doing certain tasks or activities the same way day after day. Even so, you might be inclined to make some things better when the opportunity presents itself.

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?

Deliberative

Shared Theme Description

People who are especially talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate the obstacles.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you sometimes withhold recognition until you have sufficient proof the recipient has earned it. Perhaps people appreciate your compliments because you give so few of them. Because of your strengths, you divulge your innermost thoughts and feelings to a small, close-knit circle of confidants. With great caution, you expose your beliefs, fears, hopes, desires, failures, worries, dreams, or personal history. Understandably, you are careful to consider all circumstances and possible consequences about what you reveal. Driven by your talents, you may ponder options rather than react without thinking through things. Sometimes you weigh the ramifications, consequences, outcomes, or effects. Sometimes you aim to understand the basic “whys” and “hows” of a situation, problem, or opportunity. Individuals might trust you to be cautious. They might expect you to raise important issues that require further consideration. Instinctively, you often are described as an industrious, no-nonsense person. When you have a goal, you aim to reach it. When you have a problem to solve, you first break it into parts. When you have a major decision to make, you study all the facts from a variety of angles. By nature, you may be earnest and businesslike about some of the things you need to do better. Perhaps you think it is necessary to upgrade specific processes, practice particular skills, or expand your knowledge of certain subjects.

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?

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?

By nature, you sometimes fight to be “number one” or the very best at certain things. Perhaps you spend little time worrying about how others judge your win-lose approach to work, study, or play. Chances are good that you occasionally convince people to participate in contests. Why? Maybe you seek to compare your performance to theirs. You might have a particular desire to be the best or finish in first place. Perhaps you are somewhat selective about the types of activities in which you participate. Because of your strengths, you sometimes outmaneuver people. Perhaps you reflect on what you need to do more completely or perfectly in the future. Instinctively, you occasionally outwit or outmaneuver your rivals. Perhaps you aim to distinguish yourself as the champion. Maybe your fear of losing fuels your desire to be victorious. Driven by your talents, you might yearn to capture the top prize or be the best at something. This partially explains why you reflect on what you need to do better to outperform, outproduce, or outscore everyone else.

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?

Individualization

Shared Theme Description

People who are especially talented 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.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you sometimes become the spokesperson for individuals who struggle to express their thoughts or feelings. When their silence is deafening and the injustice done to them is real, perhaps you serve as their advocate. However, in situations where people speak up for themselves or others, you may choose to simply listen and observe. Driven by your talents, you might offer assistance to certain people after you have spent some time observing and talking with them. To some degree, you pinpoint each one's unique interests, talents, limitations, experiences, goals, knowledge, or skills. Maybe these insights permit you to tailor your response to meet the person's situation. Because of your strengths, you might assist certain individuals by sharing with them information you have acquired, skills you have mastered, or experiences you have had. In some situations, you may claim to be a good instructor, tutor, or trainer. It's very likely that you sometimes recognize that certain individuals appreciate your practical, straightforward, or realistic way of thinking. Perhaps you enjoy coming to the aid of people who value the fact that you treat them evenhandedly — that is, the same. Chances are good that you occasionally figure out what factors caused someone to behave in a certain way. Once in a while, you present evidence that explains why a particular event occurred. Perhaps some people rely on you to help them find reasonable explanations.

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.

Discipline

Ideas for Action:

- Don't hesitate to check as often as necessary to ensure that things are right. You feel an urge to do it anyway, and soon others will come to expect it from you.
- Accept that mistakes might depress you. Precision is a core part of who you are; however, you must find ways to move through these moments of annoyance to prevent becoming discouraged.
- Recognize that others may not be as disciplined as you are. More than likely, their clumsy process will frustrate you, so try to look beyond it, and focus on their results, not on their process.
- Exactitude is your forté; you enjoy poring over details. Seek opportunities to peruse contracts, important communications, or financial documents for errors. You can save yourself and others from making costly mistakes and looking foolish.
- Increasing efficiency is one of your hallmarks. You are a perfectionist at heart. Discover situations in which time or money is being wasted because of inefficiency, and create systems or procedures to improve efficiency.
- You not only create order, you probably also crave it in the form of a well-organized space. To completely free your Discipline talents, invest in furniture and organization systems that enable you to have “a place for everything and everything in its place.”
- Timelines motivate you. When you have a task to complete, you like to know the deadline so you can plan your schedule accordingly. Apply your Discipline talents by outlining the step-by-step plan you will use. Others will appreciate your cues because they will help keep everyone “on task.”
- Others may confuse your Discipline talents with rigidity. Help them understand that your discipline helps you pack more effectiveness into a day — often because you prioritize your time. When working with others who are not as disciplined, ask them to clarify deadlines so you can adjust your workload to accommodate their requests.
- Seek out roles and responsibilities that have structure.
- Create routines that require you to systematically follow through. Over time, people will come to appreciate this kind of predictability.

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.

Deliberative

Ideas for Action:

- You have naturally good judgment, so consider work in which you can provide advice and counsel. You might be especially adept at legal work, crafting sound business deals, or ensuring compliance to regulations.
- Whatever your role, take responsibility for helping others think through their decisions. You can see factors that others may not see. You will soon be sought as a valuable sounding board.
- Explain your process of careful decision making — that you highlight risk in order to take control and reduce it. You don't want others to misconstrue your Deliberative talents for tentativeness or fear of action.
- You inspire trust because you are cautious and considerate about sensitive topics. Use these talents by taking on opportunities to handle delicate issues and conflicts.
- Rather than take foolhardy risks, you are apt to approach a decision cautiously. Trust your instincts when you believe that something is too good to be true.
- During times of change, consider the advantages of being conservative in your decision making. Be ready to explain these advantages to others.
- Don't let anyone push you into revealing too much about yourself too soon. Check people out carefully before sharing confidential information. You naturally build friendships slowly, so take pride in your small circle of good friends.
- Partner with someone with strong Command, Self-Assurance, or Activator talents. Together you will make many decisions, and these decisions will be sound.
- Temper the tendency of others to haphazardly move into action by declaring a “consideration” period before decisions are made. Your caution can serve to steer others away from folly and toward wise conclusions.
- Give yourself permission to withhold your opinion until you get all the facts and have an opportunity to ponder your stance. You are not someone who embraces change immediately; you are apt to reflect on possible outcomes so that all the angles are covered. As a deliberative person, you function as a “brake” for more impulsive types who wish to move quickly.

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.

Competition

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.

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.

Individualization

Ideas for Action:

- Select a vocation in which your Individualization talents can be both used and appreciated, such as counseling, supervising, teaching, writing human interest articles, or selling. Your ability to see people as unique individuals is a special talent.
- Become an expert in describing your own strengths and style. For example, answer questions such as: What is the best praise you ever received? How often do you like to check in with your manager? What is your best method for building relationships? How do you learn best? Then ask your colleagues and friends these same questions. Help them plan their future by starting with their strengths, then designing a future based on what they do best.
- Help others understand that true diversity can be found in the subtle differences between each individual — regardless of race, sex, or nationality.
- Explain that it is appropriate, just, and effective to treat each person differently. Those without strong Individualization talents might not see the differences among individuals and might insist that individualization is unequal and therefore unfair. You will need to describe your perspective in detail to be persuasive.
- Figure out what every person on your team does best. Then help them capitalize on their talents, skills, and knowledge. You may need to explain your rationale and your philosophy so people understand that you have their best interests in mind.
- You have an awareness and appreciation of others' likes and dislikes and an ability to personalize. This puts you in a unique position. Use your Individualization talents to help identify areas where one size does not fit all.
- Make your colleagues and friends aware of each person's unique needs. Soon people will look to you to explain other people's motivations and actions.
- Your presentations and speaking opportunities will be most engaging when you relate your topic to the experiences of individuals in the audience. Use your Individualization talents to gather and share real-life stories that will make your points much better than would generic information or theories.
- You move comfortably among a broad range of styles and cultures, and you intuitively personalize your interactions. Consciously and proactively make full use of these talents by leading diversity and community efforts.
- Your Individualization talents can help you take a different approach to interpreting data. While others are looking for similarities, make a point of identifying distinctiveness. Your interpretations will add a valuable perspective.

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.”

Discipline sounds like this:

Les T., hospitality manager: “The turning point in my career was attending one of those time-management courses some years back. I was always disciplined, but the power grew when I learned how to use that discipline in an organized process every day. This little Palm Pilot means that I call my mom every Sunday rather than letting months go by without calling. It means I take my wife out for dinner every week without her asking. It means that my employees know that if I say I need to see something on Monday, I will be calling on Monday if I haven’t seen it. This Palm Pilot is so much a part of my life that I have lengthened all of my pants pockets so that it fits right there on my hip.”

Troy T., sales executive: “My filing system may not look that pretty, but it is very efficient. I write everything by hand because I know that no customer is going to see these files, so why waste time making them look pretty? My whole life as a salesperson is based on deadlines and follow-up. In my system, I keep track of everything so that I take responsibility not only for my deadlines and follow-up but for all of my customers’ and colleagues’ as well. If they haven’t gotten back to me by the time they promised, they’re going to receive an e-mail from me. In fact, I heard from one the other day who said, ‘I may as well get back to you because I know you’re going to call me if you haven’t heard from me.’”

Diedre S., office manager: “I hate wasting time, so I make lists — long lists that keep me on track. Today my list has ninety items on it, and I will get through ninety-five percent of them. And that’s discipline because I don’t let anybody waste my time. I am not rude, but I can let you know in a very tactful, humorous way that your time is up.”

Deliberative sounds like this:

Dick H., film producer: “My whole thing is to reduce the number of variables out there — the fewer the variables, the lower the risk. When I am negotiating with directors, I always start by giving in on some of the smaller points right away. Then once I have taken the smaller issues out of play, I feel better. I can focus. I can control the conversation.”

Debbie M., project manager: “I am the practical one. When my colleagues are spouting all of these wonderful ideas, I am asking questions like, ‘How is this going to work? How is this going to be accepted by this group or that group of people?’ I won’t say that I play devil’s advocate, because that is too negative, but I do weigh the implications and assess risk. And I think we all make better decisions because of my questions.”

Jamie B., service worker: “I am not a very organized person, but the one thing I do without fail is double-check. I don’t do it because I am hyper-responsible or anything. I do it to feel secure. With relationships, with performance, with anything, I am out there on a limb, and I need to know that the particular branch I am standing on is solid.”

Brian B., school administrator: “I am putting together a safe-schools plan. I am going to conferences, and we have eight committees working. We have a district-wide review board, but I am still not comfortable with the basic model. My boss asks, ‘When can I see the plan?’ And I say, ‘Not yet. I am not comfortable.’ With a big smile on her face, she says, ‘Gee, Brian, I don’t want it to be perfect, I just want a plan.’ But she lets me be because she knows that the care I take now pays big dividends. Because of this pre-work, once the decision is made, it stays made. It doesn’t unravel.”

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.”

Individualization sounds like this:

Les T., hospitality manager: “Carl is one of our best performers, but he still has to see me every week. He just wants a little encouragement and to check in, and he gets fired up a little bit after that meeting. Greg doesn’t like to meet very often, so there’s no need for me to bother him. And when we do meet, it’s really for me, not for him.”

Marsha D., publishing executive: “Sometimes I would walk out of my office and — you know how cartoon characters have those balloons over their head? I would see these little balloons over everyone’s head telling me what was in their minds. It sounds weird, doesn’t it? But it happens all the time.”

Andrea H., interior designer: “When you ask people what their style is, they find it hard to describe, so I just ask them, ‘What is your favorite spot in the house?’ And when I ask that, their faces light up, and they know just where to take me. From that one spot, I can begin to piece together the kind of people they are and what their style is.”

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?