
Sarah Davis

Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 07-03-2013



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YOUR TOP 5 THEMES

1. Relator
2. Responsibility
3. Strategic
4. Achiever
5. Ideation

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

Relator

SHARED THEME DESCRIPTION

People who are especially talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

It's very likely that you realize each individual's interests, background, motivations, desires, fears, and work style are different. You strive to honor everyone's uniqueness and preferences. Understanding a person's ambitions gives you insights into the type of support, training, experiences, partnerships, and nurturing he or she needs to thrive. Chances are good that you might be well-read in particular subjects. Some people whom you have befriended may turn to you for guidance. By referring to something you have read, occasionally you can help a person see a specific situation or a particular problem from a different perspective. For you, reading might be a key that opens the door to a world of fresh ideas. Maybe you collect them, never knowing whether something you read will benefit someone else. Driven by your talents, you might notice that people regularly ask you the question "What do you think? This might be because they value your views about particular people, situations, rules, news events, or decisions. Because of your strengths, you may enjoy helping people by performing tasks they dislike or do not have time to complete. Perhaps this is one way you keep yourself busy and make their lives less burdensome. Instinctively, you sometimes embody the adage: "If you want to get something done, ask a busy person." You may deliver peak performances when you can tackle a task. Perhaps you experience a bit of satisfaction each time you accomplish something. You may like being held accountable for your actions or words.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Responsibility

SHARED THEME DESCRIPTION

People who are especially talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

By nature, you are sometimes determined to be victorious. As much as you yearn to be “number one,” you might realize cheating is unacceptable. You might experience remorse when you unintentionally take unfair advantage of anyone. Perhaps you think finishing first counts only when you have followed the rules just like everyone else. Because of your strengths, you are known as a reliable and dependable person. You are motivated to work diligently. You cannot rest until you have completed what you told someone you would do. Chances are good that you may feel pleased with yourself and life in general when you do certain tasks correctly or behave in accordance with your core values. It’s very likely that you have a strong sense of commitment. It motivates you to make sure that things are carried through to completion even when difficulties arise. Instinctively, you might shoulder your obligations and duties with relative ease. You might be motivated to behave in ways that cause individuals to say you are 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?

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?

Because of your strengths, you sometimes know what has gone wrong. You try to uncover facts. Perhaps you are not intimidated by an overwhelming amount of information. Like a detective, you might sort through it, attempting to identify pieces of evidence. Following a few leads, you might begin to see the big picture. Maybe you generate schemes for solving the problem. You might choose the best option after considering some of the prevailing circumstances, available resources, or desired outcomes. By nature, you may be attracted to assignments that demand original and inventive thinking. In some cases, you track down new ideas, facts, or data. Your out-of-the-box thinking might challenge some people to abandon, or at the very least to question, specific conventional practices. When you cause one or two of them to suggest options, maybe their need to protect the status quo will be replaced by a desire to gather more information. Instinctively, you sometimes bring an imaginative game plan to your teammates' attention. You might enjoy partnering with people who rely on you to identify critical and recurring sequences of events, facts, or data. It's very likely that you may have little difficulty finding the right words to express your ideas on specific topics. Perhaps you are comfortable talking about ways to make certain people or things better. Chances are good that you may have little difficulty finding the right words at the right time to express what you are thinking or feeling. Maybe you can present your concepts in a reasonable, orderly, or methodical way. Perhaps you generate a few options for others to consider. As a result, certain individuals might say you know how to get your ideas across to 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?

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?

Instinctively, you expend a lot of mental, physical, and emotional energy earning the affection of the individuals you meet. You want others to feel the same fondness for you that you naturally feel toward them. It's very likely that you may ignore distractions to concentrate on your assignments. Sometimes you keep reading, researching, experimenting, or writing until you know all you need to know about a particular subject. You might not rest until you have mastered certain concepts, committed important information to memory, or completed specific course requirements. Because of your strengths, you can mentally zero in on tasks for hours at a time when you have a goal to reach. When the assignment demands extra time, you would be wise to honor your body's natural rhythms. In other words, if you are a "morning person," work in the morning. Work in the afternoon if that is when you hit your stride. Work in the evening if that is when you think better. Work around midnight after everyone has gone to bed if you are someone who usually stays up very late. Chances are good that you often go out of your way to stay informed about newsworthy topics. Numerous people probably count on you to tell them about information updates, due dates, meeting changes, or special assignments. By nature, 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.

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?

Ideation

SHARED THEME DESCRIPTION

People who are especially talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

Chances are good that you are an original and innovative thinker. Others frequently rely on you to generate novel concepts, theories, plans, or solutions. You refuse to be stifled by traditions or trapped by routines. You probably bristle when someone says, “We can’t change that. We’ve always done it this way.” Because of your strengths, you may derive some pleasure from making a discovery or designing an innovation. Perhaps you enjoy doing things few people have ever considered. It’s very likely that you contribute many innovative ideas to the group during brainstorming sessions. You tend to be highly imaginative when proposals are fully heard and any criticism is reserved for a later time. By nature, you may assist people by creating innovative ways to perform tasks, solve problems, plan trips, prepare meals, or construct agendas. Driven by your talents, you may relish conversations with specific people whose vocabularies are as sophisticated as their thinking. Discussing certain philosophies, theories, or concepts with them might prove to be exhilarating. Perhaps you do not have to translate this or that word or explain the basic points of a complex thought. You might like to ask questions and be readily understood. Occasionally you pull together insights so you can use some of this knowledge later.

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

Relator

IDEAS FOR ACTION:

Find a workplace in which friendships are encouraged. You will not do well in an overly formal organization. In job interviews, ask about work styles and company culture.

Deliberately learn as much as you can about the people you meet. You like knowing about people, and other people like being known. By doing this, you will act as a catalyst for trusting relationships.

Let it be known that you are more interested in the character and personality of others than in their status or job title. This is one of your greatest talents and can serve as a model for others.

Let your caring show. For example, find people in your company to mentor, help your colleagues get to know each other better, or extend your relationships beyond the office.

No matter how busy you are, stay in contact with your friends. They are your fuel.

Be honest with your friends. True caring means helping the other person be successful and fulfilled. Giving honest feedback or encouraging your friend to move out of a role in which he or she is struggling is a compassionate act.

You probably prefer to be seen as a person, an equal, or a friend, rather than as a function, a superior, or a title. Let people know that they can address you by your first name, rather than formally.

You might tend to withhold the most engaging aspects of your personality until you have sensed openness from another person. Remember, building relationships is not a one-way street. Proactively “put yourself out there.” Others will quickly see you for the genuine individual you are, and you will create many more opportunities to cultivate strong, long-lasting connections.

Make time for family and close friends. You need to spend quality moments with those you love in order to “feed” your Relator talents. Schedule activities that allow you to get even closer to the people who keep you grounded and happy.

Make an effort to socialize with your colleagues and team members outside of work. It can be as simple as lunch or coffee together. This will help you forge more connected relationships at work, which in turn can facilitate more effective teamwork and cooperation.

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.

Strategic

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.

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.

Achiever

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.

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.

Ideation

IDEAS FOR ACTION:

Seek a career in which you will be given credit for and paid for your ideas, such as marketing, advertising, journalism, design, or new product development.

You are likely to get bored quickly, so make some small changes in your work or home life.

Experiment. Play mental games with yourself. All of these will help keep you stimulated.

Finish your thoughts and ideas before communicating them. Lacking your Ideation talents, others might not be able to “join the dots” of an interesting but incomplete idea and thus might dismiss it.

Not all your ideas will be equally practical or serviceable. Learn to edit your ideas, or find a trusted friend or colleague who can “proof” your ideas and identify potential pitfalls.

Understand the fuel for your Ideation talents: When do you get your best ideas? When you’re talking with people? When you’re reading? When you’re simply listening or observing? Take note of the circumstances that seem to produce your best ideas, and recreate them.

Schedule time to read, because the ideas and experiences of others can become your raw material for new ideas. Schedule time to think, because thinking energizes you.

You are a natural fit with research and development; you appreciate the mindset of visionaries and dreamers. Spend time with imaginative peers, and sit in on their brainstorming sessions.

Partner with someone with strong Analytical talents. This person will question you and challenge you, therefore strengthening your ideas.

Sometimes you lose others’ interest because they cannot follow your abstract and conceptual thinking style. Make your ideas more concrete by drawing pictures, using analogies or metaphors, or simply explaining your concepts step by step.

Feed your Ideation talents by gathering knowledge. Study fields and industries different from your own. Apply ideas from outside, and link disparate ideas to generate new ones.

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.

RELATOR SOUNDS LIKE THIS:

Gavin T., flight attendant: “I have many wonderful acquaintances, but as for true friends that I hold dear, not very many. And I’m real okay with that. My best times are spent with the people I’m tightest with, like my family. We are a very tight-knit Irish Catholic family, and we get together every chance we can. It’s a large family — I have five brothers and sisters and ten nieces and nephews — but we all get together about once a month and yuk it up. I’m the catalyst. When I’m back in Chicago, even if there is no birthday or anniversary or whatever, I become the excuse for getting together and hanging out for three or four days. We really enjoy one another’s company.”

Tony D., pilot: “I used to fly in the Marines, and, boy, you had better be comfortable with the word ‘friend’ in the Marines. You had better feel good about trusting someone else. I can’t tell you how many times I put my life in someone else’s hands. I was flying off my friend’s wing, and I’d be dead if he couldn’t get me back safely.”

Jamie T., entrepreneur: “I’m definitely selective about my relationships. When I first meet people, I don’t want to give them very much of my time. I don’t know them; they don’t know me — so let’s just be pleasant and leave it at that. But if circumstances make it so that we get to know each other better, it seems like a threshold is reached where I suddenly start wanting to invest more. I’ll share more of myself, put myself out for them, do things for them that will bring us a little closer, and show that I care. It’s funny because I am not looking for any more friends in my life. I have enough. And yet with each new person I meet, as soon as that threshold is reached, I feel compelled to go deeper and deeper. Now I have ten people working for me, and I would call each of them my very good friend.”

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."

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."

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.”

IDEATION SOUNDS LIKE THIS:

Mark B., writer: “My mind works by finding connections between things. When I was hunting down the Mona Lisa in the Louvre museum, I turned a corner and was blinded by the flashing of a thousand cameras snapping the tiny picture. For some reason, I stored that visual image away. Then I noticed a ‘No Flash Photography’ sign, and I stored that away too. I thought it was odd because I remembered reading that flash photography can harm paintings. Then about six months later, I read that the Mona Lisa has been stolen at least twice in this century. And suddenly I put it all together. The only explanation for all these facts is that the real Mona Lisa is not on display in the Louvre. The real Mona Lisa has been stolen, and the museum, afraid to admit their carelessness, has installed a fake. I don’t know if it’s true, of course, but what a great story.”

Andrea H., interior designer: “I have the kind of mind where everything has to fit together or I start to feel very odd. For me, every piece of furniture represents an idea. It serves a discrete function both independently and in concert with every other piece. The ‘idea’ of each piece is so powerful in my mind, it must be obeyed. If I am sitting in a room where the chairs are somehow not fulfilling their discrete function — they’re the wrong kind of chairs or they’re facing the wrong way or they’re pushed up too close to the coffee table — I find myself getting physically uncomfortable and mentally distracted. Later, I won’t be able to get it out of my mind. I’ll find myself awake at 3:00 a.m., and I walk through the person’s house in my mind’s eye, rearranging the furniture and repainting the walls. This

started happening when I was very young, say seven years old.”

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?