



## StrengthsFinder 2.0 Report

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# Strengths Insight and Action-Planning Guide

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## Your Top 5 Themes

Maximizer  
Empathy  
Strategic  
Relator  
Developer

## 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

### Maximizer

#### Shared Theme Description

People who are especially talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

#### Your Personalized Strengths Insights

*What makes you stand out?*

Instinctively, you realize you can determine what distinguishes each person from every other human being. Routinely, you use these insights to energize and inspire individuals to do what needs to be done. You honor the special, the wondrous, and the rare qualities of people. You intentionally position them to attain ever higher levels of excellence. Because of your strengths, you may feel upbeat when you spend more time using your talents than trying to fix your limitations. Perhaps you have noticed that you progress faster or accomplish more when you give yourself permission to do what you do well. By nature, you regularly give yourself credit for being keenly aware of people's moods, motives, thoughts, or behaviors. It's very likely that you may surround yourself with people who notice what you do right and applaud what you do well. Maybe you avoid critics who dwell on your shortcomings. Driven by your talents, you might say your life is enjoyable when individuals recognize your strengths. Maybe they encourage you to use your talents, knowledge, and/or skills. Perhaps you prefer to spend time with these upbeat people. Why? Maybe they point out your best qualities rather than your weaknesses.

#### 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?

## Empathy

### Shared Theme Description

People who are especially talented in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

### Your Personalized Strengths Insights

*What makes you stand out?*

Driven by your talents, you engender in many people a heightened sense of self-worth. You have a knack for helping individuals feel that you appreciate, treasure, or admire them. Instinctively, you might find that people tell you their innermost thoughts or feelings. Perhaps they know you will accept them without judging what they say. You may like knowing that certain individuals depend on you to listen. Because of your strengths, you might notice that visionary thinkers share their original ideas with you. Why? Perhaps you encourage them to dream big dreams rather than say, "That's ridiculous." Certain forward-looking thinkers might feel completely understood after talking with you. Somehow you let them know their inventive minds can change the future. It's very likely that you may feel honored when someone you know personally says you are a friend who is worthy of trust. By nature, you are sympathetic to the feelings of others. Thus you can awaken individuals to their talents. You usually do more than is required to make people feel good about their accomplishments.

### 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?*

Driven by your talents, you may be a self-reliant person who needs time alone to think or work. You periodically generate innovative ideas and propose systematic programs of action. Perhaps you can identify certain recurring configurations in the behavior of people, the functioning of processes, or the emergence of potential problems. By nature, you might recognize recurring sequences in data, events, information, or people's comments. These insights might enable you to form links between things that others cannot. It's very likely that you may be viewed by some people as an innovative and original thinker. Perhaps your ability to generate options causes others to see there is more than one way to attain an objective. Now and then, you help certain individuals select the best alternative after having weighed the pros and cons in light of prevailing circumstances or available resources. Instinctively, you might have a knack for identifying problems. You might generate alternatives for solving them. Sometimes you consider the pros and cons of each option. Perhaps you factor into your thinking prevailing circumstances or available resources. Maybe you feel life is good when you think you may be choosing the best course of action. Chances are good that you might feel satisfied with life when your innovative thinking style is appreciated. You might pinpoint trends, notice problems, or identify opportunities some people overlook. Armed with this knowledge, you may devise alternative courses of action. By evaluating the circumstances, available resources, and potential consequences of each plan, perhaps you can select the best option.

### 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?

## 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?*

Chances are good that you sometimes notice that people you know seek you out. They might ask for your viewpoint or position on specific issues. It's very likely that you may have friends who come to you for guidance, suggestions, or recommendations. Topics might include situations in their personal or professional lives. By nature, you sometimes identify with people who share their ambitions, hopes, or intentions with you. Driven by your talents, you might feel upbeat and cheerful when you keep busy. Perhaps you derive satisfaction from producing certain kinds of tangible outcomes. Because of your strengths, you might identify the most basic and important parts of elaborate ideas, processes, or technologies. Maybe you avoid confusing people because you do not want to overwhelm them with too many details.

### Questions

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

## Developer

### Shared Theme Description

People who are especially talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

### Your Personalized Strengths Insights

*What makes you stand out?*

Because of your strengths, you often hearten people and bolster their confidence. You customarily stir up in them a sense of accomplishment. By nature, you may see some people in vivid detail. Few human beings lack depth in your opinion. Possibly you contend certain individuals are full of promise or potential. Periodically you set out to discover in individuals what money cannot buy. You value their special qualities, strengths, interests, or dreams. You might avoid being distracted by their limitations, fears, worries, or mistakes. It's very likely that you support the people around you by acknowledging their outstanding accomplishments and stellar performances. Chances are good that you occasionally tune in to the moods of specific people. You might have spent quality time together or shared some experiences. When you make a point of really knowing someone, it might be easy for you to accurately interpret the person's emotions in certain kinds of situations. Driven by your talents, you characteristically inspire individuals to see their best qualities. How? You simply take time to observe and talk with them. You make sure they first recognize their talents, then claim their moments of excellence.

### 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

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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

### Maximizer

#### Ideas for Action:

- Once you have identified your own greatest talents, stay focused on them. Refine your skills. Acquire new knowledge. Practice. Keep working toward strength in a few areas.
- Develop a plan to use your most powerful talents outside of work. In doing so, consider how your talents relate to the mission in your life and how they might benefit your family or the community.
- Problem solving might drain your energy and enthusiasm. Look for a restorative partner who can be your chief troubleshooter and problem solver. Let that person know how important your partnership is to your success.
- Study success. Deliberately spend time with people who have discovered their strengths. The more you understand how marshaling strengths leads to success, the more likely you will be to create success in your own life.
- Explain to others why you spend more time building on great talent rather than fixing weaknesses. Initially, they might confuse what you are doing with complacency.
- Don't let your Maximizer talents be stifled by conventional wisdom, which says you should find what is broken and fix it. Identify and invest in the parts of your organization or community that are working. Make sure that most of your resources are spent in the build-up and build-out of these pockets of excellence.
- Keep your focus on long-term relationships and goals. Many make a career out of picking the low-hanging fruit of short-term success, but your Maximizer talents will be most energized and effective as you turn top potential into true and lasting greatness.
- See if you can make some of your weaknesses irrelevant. For example, find a partner, devise a support system, or use one of your stronger talents to compensate for one of your weaker ones.
- Seek roles in which you are helping people succeed. In coaching, managing, mentoring, or teaching roles, your focus on strengths will prove particularly beneficial to others. Because most people find it difficult to describe what they do best, start by arming them with vivid descriptions.
- Devise ways to measure your performance and the performance of others. These measures will help you spot strengths, because the best way to identify a strength is to look for sustained levels of excellent performance.

#### 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.

## Empathy

### Ideas for Action:

- Help your friends and colleagues be more aware when one of your peers is having a difficult time. Remember, most people do not have your ability to pick up on sensitive situations.
- Act quickly and firmly when others behave in a way that is unhealthy for themselves or others. Understanding someone's emotional state does not mean that you must excuse this behavior. Be aware that when your empathy turns to sympathy, others might see you as a "bleeding heart."
- Partner with someone with strong Command or Activator talents. This person will help you take needed action, even though people's feelings might suffer as a result.
- Consider serving others as a confidante or mentor. Because trust is paramount to you, people are likely to feel comfortable approaching you with any need. Your discretion and desire to be genuinely helpful will be greatly valued.
- At times, your empathy for others may overwhelm you. Create some rituals that you can use at the end of your day to signal that work is over. This will help buffer your emotions and prevent burnout.
- Identify a friend who has strong Empathy talents, and check your observations with him or her.
- Sensitive to the feelings of others, you readily gauge the emotional tone of a room. Use your talents to forge a bridge of understanding and mutual support. Your empathy will be especially important during trying times because it will demonstrate your concern, thereby building loyalty.
- Witnessing the happiness of others brings you pleasure. Consequently, you are likely to be attuned to opportunities to underscore others' successes and positively reinforce their achievements. At each opportunity, deliver a kind word of appreciation or recognition. In doing so, you are likely to make a profound and engaging impression.
- Because you are observant of how others are feeling, you are likely to intuit what is about to happen before it becomes common knowledge. Although your intuitions may at times seem nothing more than 'hunches', take conscious note of them. They may turn out to be valuable assets.
- Sometimes empathy does not require words at all. A kind gesture may be all someone needs to be reassured. Use your Empathy talents to nonverbally comfort others with a glance, a smile, or a pat on the arm.

### Questions

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## 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

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2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

## 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.

## Developer

### Ideas for Action:

- Make a list of the people you have helped learn and grow. Look at the list often, and remind yourself of the effect you have had on the world.
- Seek roles in which your primary responsibilities include facilitating growth. Teaching, coaching, or managing roles might prove especially satisfying for you.
- Notice when others succeed, and tell them. Be specific about what you saw. Your detailed observations of what led to their victory will enhance their growth.
- Identify the mentor or mentors who recognized something special inside you. Take the time to thank them for helping you develop, even if this means tracking down a former schoolteacher and sending him or her a letter.
- Partner with someone with strong Individualization talents. This person can help you see where each person's greatest talents lie. Without this help, your Developer instincts might lead you to encourage people to grow in areas in which they lack real talent.
- Carefully avoid supporting someone who is consistently struggling in his or her role. In such instances, the most developmental action you can take is to encourage him or her to find a different role — a role that fits.
- You will always be compelled to mentor more people than is possible. To fulfill this inner drive while maintaining a primary mentoring focus, consider the impact of being a “mentor for the moment.” Many of the most poignant and memorable developmental moments occur when the right words are delivered at the right time — words that clarify understanding, reignite a passion, open eyes to an opportunity, and change a life course.
- Don't over-invest in losing causes. Your natural inclination to see the best in people and situations can create a blind spot that will keep you from moving on to more opportune situations.
- Your Developer talents might lead you to become so invested in the growth of others that you ignore your own development. Remember that you cannot give what you do not have. If you want to have a bigger impact on the well-being and growth of others, you need to keep growing yourself. Find a mentor or coach who can invest in you.
- Make a list of the people you would like to help develop. Write what you would consider to be each person's strengths. Schedule time to meet with each of them regularly — even if for only 15 minutes — and make a point of discussing their goals and their strengths.

### Questions

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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.

Maximizer sounds like this:

Gavin T., flight attendant: "I taught aerobics for ten years, and I made a point of asking people to focus on what they liked about themselves. We all have parts of our body that we would like to change or that we would like to see differently, but to focus on that can be so destructive. It becomes a vicious cycle. So I would say, 'Look, you don't need to be doing that. Instead, let's focus on the attribute you like about yourself, and then we'll all feel better about expending all of this energy.'"

Amy T., magazine editor: "There is nothing I hate more than having to fix a poorly written piece. If I have given the writer a clear focus and she comes back with a piece that is completely off the mark, I almost can't bring myself to write comments on it. I'm more inclined to just hand it back to her and say, 'Just please start again.' On the other hand, what I love to do is take a piece that is so close and then refine it to make it perfect. You know, just the right word here, a little cut there, and suddenly it's a brilliant piece."

Marshall G., marketing executive: "I am really good at setting a focus for people and then building a sense of team spirit as we all march forward. But I am not so good at strategic thinking. Fortunately, I have a boss who understands that about me. We have been working together for quite a few years. He has found people who play the strategic role, and at the same time, stretches me to be even better at the focus and team-building role. I'm so lucky to have a boss who thinks this way. It's made me more secure and made me charge ahead much faster, knowing that my boss knows what I am good at and what I'm not good at; he doesn't bother me with the latter."

## Empathy sounds like this:

Alyce J., administrator: “Recently, I was in a meeting of trustees where one of the individuals was presenting a new idea that was critical to her and to the life of this group. When she was finished, no one heard her opinion, no one really heard her. It was a powerfully demoralizing moment for her. I could see it in her face, and she wasn’t herself for a day or two afterward. I finally raised the issue with her and used words that helped describe how she was feeling. I said, ‘Something’s wrong,’ and she started to talk. I said, ‘I really understand. I know how important this was for you, and you don’t seem like yourself,’ and so on. And she finally gave words to what was going on inside her. She said, ‘You’re the only one who heard me and who has said one word to me about it.’”

Brian H., administrator: “When my team is making decisions, what I like to do is say, ‘Okay, what will this person say about this? What will that person say about it?’ In other words, put yourself in their position. Let’s think about the arguments from their perspective so that we can all be more persuasive.”

Janet P., schoolteacher: “I never played basketball because they didn’t have it for women when I was a kid, but I believe I can tell at a basketball game when the momentum is changing, and I want to go to the coach and say, ‘Get them revved up. You are losing them.’ Empathy also works in large groups; you can feel the crowd.”

### 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.”

**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.”

### Developer sounds like this:

Marilyn K., college president: “At graduation time when a nursing student walks across the stage and gets her diploma, and about 18 rows back some little kid is standing on a chair with a group yelling, ‘Yeah, Mom!’ — I love that. I cry every time.”

John M., advertising executive: “I’m not a lawyer, doctor, or candlestick maker. My skills are of a different type. They have to do with understanding people and motives, and the pleasure I get is from watching people discover themselves in ways they never thought possible and from finding people who bring to the table talents that I don’t have.”

Anna G., nurse: “I had a patient, a young woman, with lung damage so bad that she will have to be on oxygen forever. She will never have the energy or the strength to live a normal life, and I walk in and she’s desperate. She doesn’t know if she is short of breath because she is anxious or anxious because she is short of breath. And she’s talking suicide because she can’t work, can’t support her husband. So I got her thinking about what she could do rather than what she couldn’t. It turns out that she is very creative with arts and crafts, so I told her, ‘Look, there are things you can do, and if those things bring you pleasure, then do them. It’s a place to start.’ And she cried and said, ‘I have the energy to wash only one bowl.’ I said, ‘That’s today. Tomorrow you can wash two.’ And by Christmas, she was making all kinds of things and selling them too.”

## Questions

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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?