

# CliftonStrengths® for Managers

Welcome to CliftonStrengths for Managers, the report that guides you through your unique talents and how you can use those talents to succeed in your role.

We designed this report to make your days easier, bring clarity to your role and strengthen your management practice.

## YOUR TOP 10 THEMES

### 1. Maximizer

Strive for excellence, and encourage others to do the same.

### 2. Learner

Use your passion for learning to add value to your own and others' lives.

### 3. Analytical

Use your logical, objective approach to make important decisions.

### 4. Arranger

Improve effectiveness and efficiency by reorganizing resources.

### 5. Responsibility

Take ownership for the things that matter most to you.

### 6. Consistency

Create fair systems to establish and build trust.

### 7. Intellection

Think deeply. Think often.

### 8. Harmony

Help others find common ground through practical solutions.

### 9. Input

Keep exploring; always be curious.

### 10. Deliberative

Stop, listen and assess before taking action.

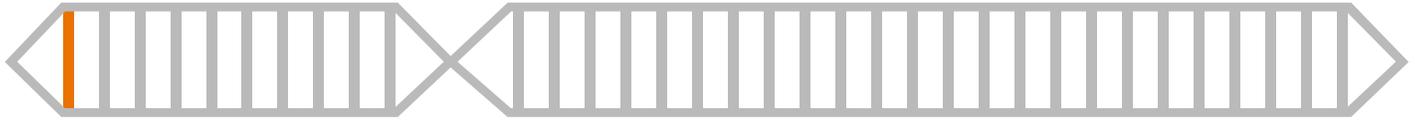
## Each Theme Fits Into a Leadership Domain

**EXECUTING** themes help you make things happen.

**RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

**INFLUENCING** themes help you take charge, speak up and make sure others are heard.

**STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.



## INFLUENCING

# 1. Maximizer

You focus on strengths as a way to stimulate personal and group excellence. You seek to transform something strong into something superb.

### How This Theme Contributes to Your Success

You are a catalyst for team development. Your approach to developmental conversations includes taking the time to dissect goals and performance metrics so that they meet your standard for quality and excellence. You have a reputation for taking good things and making them better.

You always focus on excellence in everything, whether on a personal, team or organizational level. You want good things to become great, satisfied customers to become brand advocates and your team members to be more than just successful — you want them to be exceptional.

You can sense and pinpoint others' strengths. However, you're not satisfied with just pointing out and praising those strengths. You want to nourish them and push that individual to new heights of success. This strengths-focused recognition energizes team members and encourages them to continue investing in themselves.

### ACTION ITEMS

## How to Apply Maximizer as a Manager

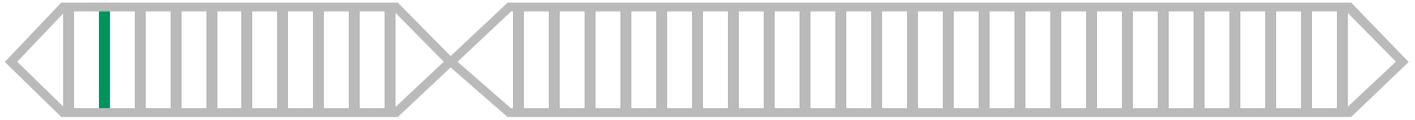
*This theme gives you an edge — here's how you can use it.*

**Mention each team member's major accomplishment while you're coaching or giving feedback.** You instinctively see the best in others, and you want to help make them even better. When you highlight team members' best performance, they become more aware of their strengths and contributions.

**Make it a weekly habit to ask your team members when the team performed its best this week.** This question helps your team members see their best moments from two perspectives: First, they realize how the team succeeded, and second, they notice their personal contributions to the achievement.

**Meet with your highest achievers more often.** Study how each one reaches their goals, and use those insights to coach them to higher levels of success. As they increase their performance, it'll inspire their peers to do more while also providing you with best practices to coach all your team members to be their best.

**Set strategic performance metrics and milestones for your team.** Start every day with an assessment of progress: your own, your team's and everyone's on the team. Every employee needs to feel challenged and to learn and grow on the job. Your intentionality when it comes to achieving excellence will meet this need and create a more productive team.



## STRATEGIC THINKING

# 2. Learner

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

### How This Theme Contributes to Your Success

You are a catalyst for learning. Whether it's information about the work your organization does, industry trends or something completely unrelated to your role, you enjoy figuring out the processes that keep your team at the forefront of new information, which can lead to greater success.

You are an expert in team development. You push others outside of their comfort zone so that they can develop in their role. The way you see it is simple: You can't learn what you already know, so you can't stay exactly where you are. Continued learning and personal and professional development are values that guide your team.

Being *always* willing to learn new things means you are a reliable manager during times of change. Whether change comes easily for you isn't the point, the point is that you excel at challenging others to learn and grow despite their circumstances. And what better opportunity to do that than in the face of change?

### ACTION ITEMS

## How to Apply Learner as a Manager

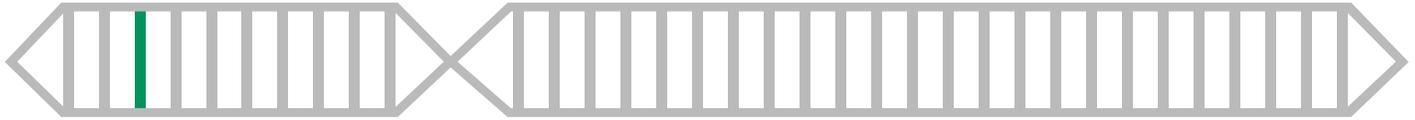
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**Identify your team members' learning styles.** Some like to read about a topic, while others ask questions; some want to gather and study data, while others aspire to be the first to try something new. Knowing your team members' learning styles helps you individualize your coaching to keep them developing.

**Discover how skills, training and applying new knowledge will affect business outcomes.** This proves the benefits of learning and the value of growth and development in your team members' role. Research supports the link between learning and performance.

**Set aside time to learn and share new things with your team.** Challenge yourself to sort through everything you're learning and share your three most important takeaways with your team. Realizing what's most important to your team helps you prioritize the *value* over the volume of what you're learning.

**Learn all you can about your team members.** Find out their motivations, areas of expertise, values and career aspirations. Use this information to set them up for success every day and collaborate with them on their long-term career goals.



## STRATEGIC THINKING

### 3. Analytical

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

#### How This Theme Contributes to Your Success

Before making a decision for your team or organization, you gather as much information as possible to compare different options. This need to analyze is your way of maintaining credibility and proving to yourself and others that you've made the best choice. Having time to think isn't a *want* — it's a *need*.

Your evidence-based approach to coming to a conclusion helps your team members trust that you'll make the right decision without personal biases or prejudices getting in the way. You insist that team members have thorough and concrete ideas.

You can manage team members' emotions with objectivity and logic. You believe focusing solely on emotions won't guide anyone to a healthy or satisfactory conclusion. You bring clarity and balance to your team.

#### ACTION ITEMS

## How to Apply Analytical as a Manager

*This theme gives you an edge — here's how you can use it.*

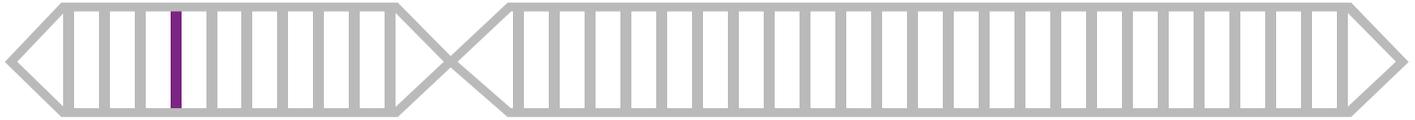
**Break down new processes, technology or systems into their most basic parts.** Train your team using this approach. Your ability to simplify the complex will increase team members' clarity and confidence.

**Share your three best decision-making questions with your team.** Establish these questions as criteria for all team members to use to decide on priorities and strategies. This will help your team quickly reach an agreement without relying on opinion.

**Have frequent question-and-answer sessions with your team.** Before this meeting, have team members give you questions to answer or have them bring at least one to the discussion. These sessions will energize you and develop your team members' ability to think critically.

**Help your team members become more aware of their successes and contributions to the organization.**

Create and present charts or graphs that show quarterly progress toward team goals and year-over-year successes. Data are powerful, so use them to show the team how it has grown and inspire continuous improvement for the future.

**EXECUTING**

## 4. Arranger

You can organize, but you also have a flexibility that complements this ability. You like to determine how all of the pieces and resources can be arranged for maximum productivity.

### How This Theme Contributes to Your Success

Managing projects with many moving parts does not overwhelm you, but just the opposite. You get energy from organizing processes, assigning roles to team members and adapting to meet the needs of the current moment.

You set up your team for success when you put them in roles that fit them best. But things can — and often do — change without notice. When something becomes chaotic, you can maneuver and adjust current plans. This is when your ability to efficiently put things in order gives your team stability.

Others might try to figure out whether your plans are rigid and unmovable or flexible and everchanging. But no matter the label, you are more concerned with improving workflows and increasing performance by rearranging whatever it takes to succeed.

### ACTION ITEMS

## How to Apply Arranger as a Manager

*This theme gives you an edge — here's how you can use it.*

**Define and communicate each team member's priorities.** Outlining what team members should focus on is especially important when considering cross-functional roles and processes. This will make sure their effort within and across teams is successful.

**Organize your team's multiple projects based on priority and timeline.** Your team depends on you for this guidance. By coordinating tasks, you position the team to complete each project without pausing to sort out confusing and competing priorities.

**Identify what resources team members need to complete every assignment.** Make it your priority to find and stock these resources for your team ahead of time. If resources are limited or unavailable, help your team find ways to make progress without them or with alternative solutions.

**Update your team on progress and priorities and give feedback on current assignments frequently.** This information gives your team members a way to communicate their work to best achieve team and organizational goals. Because you see how things work together for maximum productivity, your team depends on you for these updates.



## EXECUTING

# 5. Responsibility

You take psychological ownership of what you say you will do. You are committed to stable values such as honesty and loyalty.

### How This Theme Contributes to Your Success

You always do what you promise you'll do. Your values of honesty and loyalty are the foundation for your team's standards. Because of your unwavering dependability, your team members know they can always count on you. If you say you'll do it, you will — no questions. Because they trust you, your employees feel inspired to meet such high expectations and levels of success.

Because you feel personally responsible for your employees and their performance, you always set them up for success. You ensure that your employees have the resources needed to do their jobs well and on time. As you care for them, you model a willingness to take on more, a commitment to meeting timelines and the dependability of a team player.

You rarely give things up; instead, you take on more. You work tirelessly to achieve all that you've committed to and do it with excellence. Your team admires that you are a hard worker and someone who others trust to get things done.

### ACTION ITEMS

## How to Apply Responsibility as a Manager

*This theme gives you an edge — here's how you can use it.*

**Decide who is the best fit for each project.** Before each assignment, figure out who on your team could do it best or who *you* could partner with to do it best. Your answers can help prevent responsibility overload. They'll also ensure that you manage the process and completion of these tasks.

**Encourage each team member to accept their role responsibilities.** Continually adjust expectations and ask for opinions about resources needed to complete assignments. By keeping ownership at the core of your coaching, you model the value of responsibility through focus and follow-through.

**Stay committed to top priorities by keeping an accountability list.** Write down three to four priorities that are the most important. Determine importance based on your greatest organizational, relational or team goals. As more requests come in, weigh them against these priorities. Regularly remind yourself of your existing commitments.

**Delegate tasks often and intentionally.** You don't have to do everything yourself. While handing over duties might feel like you are neglecting your responsibilities, delegating creates developmental opportunities for your team. Find ways to give team members work to help them grow in their roles and meet their goals.



## EXECUTING

# 6. Consistency

You are keenly aware of the need to treat people the same. You crave stable routines and clear rules and procedures that everyone can follow.

### How This Theme Contributes to Your Success

You define rules and expectations that everyone can count on. A rule for one is a rule for all. This perspective provides a safe, predictable culture for you and your team.

You see fairness as an essential part of a successful team. While you acknowledge that each person is different, you still believe that being fair is a top priority as a manager. When you recognize excellence, you fairly and accurately pinpoint who deserves the credit, and your team members appreciate it.

You are an advocate for your team members because when you look at them, you see them as a group — *your* group. If you can do it consistently, you also give every individual attention. Being fair gives you the best of both worlds.

### ACTION ITEMS

## How to Apply Consistency as a Manager

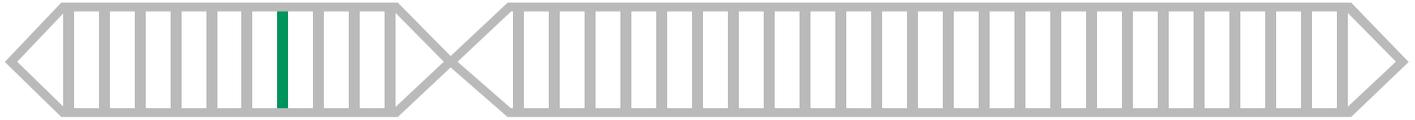
*This theme gives you an edge — here's how you can use it.*

**Review your team's processes and protocols regularly.** If they are inconsistent with your team's purpose and values or create unnecessary and costly customization, revise them accordingly.

**Identify team and individual contributions that best represent operational effectiveness.** This recognition reinforces the value of consistently adhering to best practices.

**Establish standard operating procedures that increase efficiency.** As you develop your team's performance level, the standardization of everyday tasks will reduce unnecessary effort and stress.

**Create a code of conduct with your team.** Defining straightforward rules about how to act every day sets an expectation that your team should work as a high-functioning group. Team members will find comfort in contributing to those norms and setting boundaries around what they should not tolerate.



## STRATEGIC THINKING

# 7. Intellection

You are characterized by your intellectual activity. You are introspective and appreciate intellectual discussions.

### How This Theme Contributes to Your Success

You are not afraid of difficult questions — you welcome them. The process of thinking about challenging concepts or ideas — especially if they're related to your team — energizes you. For you, it's less about the exact idea you're considering and more about having time to freely consider it.

Your team members trust that you carefully make decisions. You are critical of even your own thoughts as you think deeper about them. Your employees might describe you as wise and as someone who has great depth.

It's good to have you at the start of projects because you consider questions and ideas that others might avoid. Being a part of the initial project startup means that you can prepare team members for success before assigning them a task. You lay the groundwork that leads to their success.

### ACTION ITEMS

## How to Apply Intellection as a Manager

*This theme gives you an edge — here's how you can use it.*

**Encourage your team members to ask you questions.** Before progress reviews or other more formal coaching conversations, give team members a list of questions to pick one or two from to ask *you* during these meetings. Your Intellection theme creates in-depth questions, and by allowing your team members to select specific questions, they get ownership and see their priorities.

**Connect your team members to the philosophical *why* behind the work they do.** Your Intellection theme gives you insight into the meaning and purpose of each role, function and project. This helps you inspire your team beyond the *who*, *how* and *what*.

**Have more in-depth conversations with your team during times of change and transition.** Having these intellectual conversations with your team members about the team's purpose helps them accept and effectively implement the required changes.

**Put time on your calendar for thinking.** Protect it as much as you would any meeting or project. You need intentional and regular thinking time. The energy, clarity and focus you get from dedicating time to reflection help you make stronger contributions to your team and improve your leadership skills.



## RELATIONSHIP BUILDING

# 8. Harmony

You look for consensus. You don't enjoy conflict; rather, you seek areas of agreement.

### How This Theme Contributes to Your Success

You long for your team to work together for one common purpose. While you understand that not everyone thinks and believes the same things, you know that they can work together toward a common good despite those differences.

To help team members navigate conflicts and emotions, you let each person share their concerns. You make people feel like someone hears them, which increases the chance for team consensus. Ensuring that your team members are all on the same page helps resolve current and future conflicts.

You enjoy showing support for what your team members have in common with you and one another. This strengthens group dynamics and helps individuals see the value in their teammates that they might not have seen before.

### ACTION ITEMS

## How to Apply Harmony as a Manager

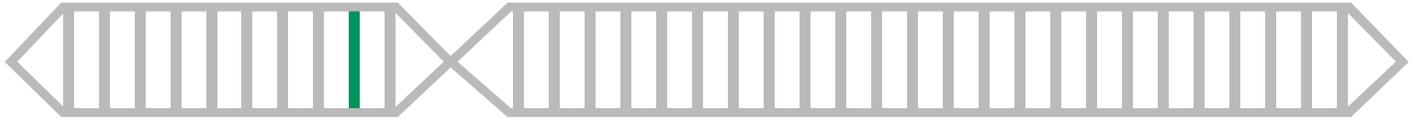
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**Help build partnerships on your team.** Emphasize the similarities and differences among partners. Powerful partnerships are the building blocks of high-performing teams.

**Ask how your team needs your help.** Let team members share what they need from you and how they feel you could help. Do this by asking, "If you could change anything about your current situation for the better, what would it be, and how could I help?" This proactive approach keeps team members positive and focused on goals.

**Recognize other teams or individuals who set up your team for success.** Intentionally reconnecting disconnected work environments emphasizes the importance of communication with and coordination between teams. Restoring connections makes your team members better cross-functional partners.

**Keep your team focused on the essentials that lead to success.** You want to ensure that creative ideas add value. Ask those with innovative ideas to answer: What are the costs in dollars, people, resources and time? How will this improve team performance? How easy or hard will this be to implement?



## STRATEGIC THINKING

# 9. Input

You have a need to collect and archive. You may accumulate information, ideas, artifacts or even relationships.

### How This Theme Contributes to Your Success

Your team members have everything they need to do their jobs correctly. This is because if you don't know something, you'll learn it. If you don't know enough, you'll continue asking questions. And if your employees need something, you'll advocate for them to have it. You set team members up for success by ensuring that they have the knowledge they need to achieve excellence.

You're driven by intellectual curiosity: collecting thoughts, ideas, relationships — or really anything. Because you like to have more, you may find yourself bringing a team member with you when it feels like the information could help them in their role. You archive information related to your organization, job and team so that you're never at a loss for knowledge.

Chances are, you know your team members well. The idea of having too much information about someone or something doesn't make sense to you. This doesn't mean you'll pry, but you won't be satisfied until you've gathered as much of someone's story as possible. You ask because you care.

### ACTION ITEMS

## How to Apply Input as a Manager

*This theme gives you an edge — here's how you can use it.*

**Ask your team members what they'd like more information about.** This can be related to their role, their team, the organization, clients or mission. Through this type of feedback, you can give them the knowledge or content you already have. Their responses also encourage you to pursue information you don't have.

**Gather detailed insights about each of your employees.** Pay particular attention to the books, trophies, awards, pictures and other artifacts they have. Objects on display are a clue to employees' priorities and what motivates and interests them. This information can help you tailor your recognition to each individual.

**Recognize your team members for their expertise.** Each person on your team has some level of subject-matter expertise. Use your coaching to discover that ability and let the team know about it. This helps team members see each other as relationship-driven resources.

**Create skills- or knowledge-based partnerships.** Introduce the experts you know to each other to support new inventions or finding undiscovered paths to success. Relying on these partnerships helps the team stay ahead of complications and keeps you focused on current projects rather than abstract ideas.



## EXECUTING

# 10. Deliberative

You are best described by the serious care you take in making decisions or choices. You anticipate obstacles.

### How This Theme Contributes to Your Success

You see things others don't and take your responsibilities — both personal and team-related — seriously. Because of this, you anticipate potential obstacles in processes for your team and each of your performers. Knowing they can trust your discernment gives your team members confidence.

There isn't a choice you've made that you didn't make carefully. Risk assessment isn't a one-and-done task on your to-do list. You are constantly assessing it for your team and organization. In fact, you contemplate every risk. Once identified, you enjoy bringing others into those conversations to decide how you'll navigate and minimize those risks.

Your recognition is always meaningful and can energize and motivate your team. You wouldn't say something unless you meant it, and you certainly wouldn't spend time flattering someone who doesn't deserve it. Your words are careful and powerful.

### ACTION ITEMS

## How to Apply Deliberative as a Manager

*This theme gives you an edge — here's how you can use it.*

**Ask for team members' opinions about the best ways to proceed before making major decisions.** Then share and reinforce their thoughts that contributed to the decision. Requesting team members' input minimizes any difficulties they might experience when changes happen.

**Give evidence-based recognition and praise every week.** While it might feel ineffective to give frequent, simple praise, think about the risk of *not* highlighting quality performance or progress. Recognition — even a little — supports higher employee engagement.

**Focus on a project's key performance metrics and outline potential drawbacks.** Helping your team members stay mindful of these possibilities makes it easier for them to proactively solve problems rather than reacting to them in the moment.

**Coach your team on how to assess risk when facing a difficult decision.** Share your three best questions that each team member could ask themselves before making a decision. This exercise could reduce the anxiety that some might associate with challenges and keep team members focused on the values that contribute to their goals.