



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

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Jae Sang Sohn

Your Top 5 Themes

Input
Focus
Harmony
Restorative
Learner

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

Input

Shared Theme Description

People who are especially talented in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you choose to discuss ideas with adults rather than small children. Inserting intricate or theoretical terms into your everyday speech is one of your natural gifts. Thus, you seek out people whose vocabularies are rather sophisticated. Often you use difficult-to-understand words to establish your authority within a group or with a person. Your ease with language makes you a formidable debater or an able advocate for those who need a defender. Driven by your talents, you usually equate education — formal and informal — with understanding more about something today than you understood about it yesterday. Instinctively, you thirst for new ideas and knowledge. Often you lose yourself in a book. You pore over the ideas contained on its pages for long stretches of time. Why? You want to absorb as much information as you can. It's very likely that you simply cannot have too much information. It is impossible. Like a miner searches for gold day after day, you continually collect new bits of knowledge. Depending on your other talents, you can delve into one or two interesting topics, or you can opt to know a little about a wide range of subjects. Your longing for knowledge is unlikely to be satisfied until you are recognized by others as the ultimate expert in a field or the grand champion of trivia. Because of your strengths, you continually expand your sphere of knowledge by reading. A good book or a well-written magazine article can transport you to other cultures or centuries. The printed word — whether on paper or on a computer screen — is your passport to new destinations. Like world travelers, you pick up a variety of souvenirs from your reading, such as facts, data, characters, plots, insights, or tips.

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?

Focus

Shared Theme Description

People who are especially talented in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.

Your Personalized Strengths Insights

What makes you stand out?

By nature, you intend to govern events and manage activities. You want to be in charge of your life. You frequently pause to think about what you need to upgrade or perfect. You consistently generate good ideas for doing things better. It's very likely that you have little difficulty giving intense effort to projects, problems, or opportunities that capture and keep your attention. Driven by your talents, you are determined to be in charge of your own destiny. This is your life. You intend to be the ultimate decision maker regarding personal and professional matters. Instinctively, you center your efforts on making improvements that you decide are intriguing and relevant to your life. You devote a great deal of time and energy to acquiring the knowledge and skills that you sense you lack. You regularly challenge yourself to address your shortcomings. Chances are good that you might outline specific tasks you want to complete every week. Perhaps you study each one to determine which job needs to be done first, second, third, and so on. You might save time by making sense of things before you start working.

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?

Harmony

Shared Theme Description

People who are especially talented in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you periodically point out what is wrong. You might not spend much time considering projects that have little chance of success. Perhaps you zero in on certain kinds of difficulties, glitches, or obstacles as early as possible. When some issues are allowed to expand out of proportion, you might realize that specific people become short-tempered, annoyed, or disagreeable. Maybe you are determined to keep the peace by helping others examine the facts. It's very likely that you can be very attentive to what people tell you. Maybe this explains why you are sometimes particularly knowledgeable about the thoughts or feelings of others. You are sometimes intent on giving equal attention to every speaker, not just those you like or those who share your interests. Perhaps your understanding of particular individuals or situations is greater than that of nonstop talkers. Chances are good that you may realize that conflicts or disagreements can arise when you give one person opportunities, resources, or attention that no one else receives. Perhaps you have a knack for keeping everyone's emotions in balance by avoiding saying words or doing deeds that might indicate you favor one or two individuals over the rest. By nature, you sometimes seek out and listen to the opinions of others before you express your own views. Driven by your talents, you occasionally carve out time to envision what might be accomplished in the coming weeks, months, years, or decades. People may welcome your ideas when they appear practical or doable. Perhaps you refuse to force anyone to embrace your initiative exactly as you have outlined it. Maybe you add a few of their ideas so the plan becomes theirs rather than yours alone. Sometimes your diplomatic approach prevents misunderstandings or disagreements from arising later in the process.

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?

Restorative

Shared Theme Description

People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you actually create opportunities to think with forward-looking people. You probably rely on their vivid imaginations to help you figure out how to fix things in your personal or professional life. It's very likely that you exhibit a passion for your studies or work. You often devise new ways to enhance your performance or upgrade how you do something. The instant you notice your results are substandard or your performance is mediocre, you begin correcting the situation. You feel impelled to fix things, including yourself. By nature, you realize you do your finest work early in the day. This explains why you want to concentrate on your top priorities first. When you can design your schedule, the quality or quantity of your results probably improves. Because of your strengths, you naturally consider what you can accomplish in the coming weeks, months, years, or decades. You usually get more done when you have goals. Pondering what you can upgrade, enhance, or perfect motivates you to excel at higher levels than you have in the past. Instinctively, you concentrate your time and energy on eliminating your shortcomings. You are motivated when your results are compared to those of others. This is one reason why you routinely incorporate self-improvement activities into your life.

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?

Learner

Shared Theme Description

People who are especially talented in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.

Your Personalized Strengths Insights

What makes you stand out?

Instinctively, you are motivated to continually acquire knowledge and skills. Discovering new ways to use your talents energizes you. You are likely to escape from situations and avoid people who want you to keep doing what you already know how to do well. Maintaining an intellectual status quo is unacceptable to you. Chances are good that you may see some value in continuous education. Perhaps this reflects your interest in particular topics. Sometimes you are fascinated with the process of acquiring knowledge or skills. Driven by your talents, you earnestly direct your attention toward the ideas, issues, situations, or possibilities that stir your curiosity. In fact, you devote more time than most people do to exploring topics, problems, prospects, opportunities, or techniques that pique — that is, arouse or excite — your interest. When something has to be completed, you are eager to acquire the necessary knowledge or skills to meet the challenge. It's very likely that you yearn to acquire additional knowledge and skills. Often you use these to do something better, more perfectly, or more completely than you have in the past. You seek opportunities to enhance your capacity for fixing things, correcting mistakes, or overcoming weaknesses. By nature, you occasionally provide your teammates with a logical perspective on things. You might show your partners how one action or a single comment caused something unexpected to occur. Experience might be one of your best teachers. This partially explains why you do not automatically orchestrate an event, plan a schedule, or allocate resources the same way you did the last time. Maybe you realize that every situation is unique.

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

Input

Ideas for Action:

- Look for jobs in which you are charged with acquiring new information each day, such as teaching, research, or journalism.
- Devise a system to store and easily locate information. This can be as simple as a file for all the articles you have clipped or as sophisticated as a computer database.
- Partner with someone with dominant Focus or Discipline talents. This person will help you stay on track when your inquisitiveness leads you down intriguing but distracting avenues.
- Your mind is open and absorbent. You naturally soak up information in the same way that a sponge soaks up water. But just as the primary purpose of the sponge is not to permanently contain what it absorbs, neither should your mind simply store information. Input without output can lead to stagnation. As you gather and absorb information, be aware of the individuals and groups that can most benefit from your knowledge, and be intentional about sharing with them.
- You might naturally be an exceptional repository of facts, data, and ideas. If that's the case, don't be afraid to position yourself as an expert. By simply following your Input talents, you could become known as the authority in your field.
- Remember that you must be more than just a collector of information. At some point, you'll need to leverage this knowledge and turn it into action. Make a point of identifying the facts and data that would be most valuable to others, and use this information to their advantage.
- Identify your areas of specialization, and actively seek more information about them.
- Schedule time to read books and articles that stimulate you.
- Deliberately increase your vocabulary. Collect new words, and learn the meaning of each of them.
- Identify situations in which you can share the information you have collected with other people. Also make sure to let your friends and colleagues know that you enjoy answering their questions.

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.

Focus

Ideas for Action:

- When you set goals, discipline yourself to include timelines and measurements. These will provide regular proof that you are indeed making progress.
- Seek roles in which you can function independently. With your dominant Focus talents, you will be able to stay on track with little supervision.
- Your greatest worth as a team member might be helping others set goals. At the end of meetings, take responsibility for summarizing what was decided, for defining when these decisions will be acted on, and for setting a date when the group will reconvene.
- Others will think, act, and talk less efficiently than you do. Pay attention. Sometimes their “detours” will lead to discoveries and delights.
- Stretch your goal setting beyond work. If you find yourself becoming too focused on work goals, set goals for your personal life. They will give weight to your personal priorities and thereby help create balance in your life.
- Hours can disappear when you are intent on a task; you lose track of time. Make sure that all of your objectives are met and all of your priorities are followed by scheduling your efforts and sticking to that schedule.
- You function best when you can concentrate on a few well-defined initiatives and demands. Give yourself permission to reject projects or tasks that do not align with your overall mission. This will help you concentrate your efforts on your most important priorities — and will help others appreciate your need for focus.
- Take the time to write down your aspirations, and refer to them often. You will feel more in control of your life.
- At work, be sure to tell your manager your mid-term and short-term goals. This might well give your manager the confidence to give you the room you need.
- Make sure that the focus points you set for yourself take into consideration both quantity and quality. The integrity of your objectives will ensure that the application of your Focus talents leads to solid and long-lasting success.

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.

Harmony

Ideas for Action:

- Use your Harmony talents to build a network of people with differing perspectives. Rely on these people when you need expertise. Your openness to these differing perspectives will help you learn.
- When two people are arguing, ask others in the group to share their thoughts. By increasing the number of voices in the conversation, you are more likely to find areas where all parties can agree. You can draw people together.
- Avoid roles that will lead you to confront people on a daily basis. Sales roles based on “cold calls” or roles in highly competitive workplaces, for example, will frustrate or upset you.
- Practice your techniques for resolving conflict without confrontation. Without these polished techniques, you might find yourself simply running away from conflicts, leaving them unresolved. This could lead you to passive-aggressive behavior.
- Partner with someone especially talented in Command or Activator. When all your best efforts to resolve a conflict have met with no success, this person can help you confront it head-on.
- Create interactions and forums in which people feel like their opinions are truly being heard. In doing so, you will help others become more engaged in group projects and activities.
- Be aware that your attempts to create harmony by allowing everyone a turn to speak might actually create disharmony in some people. Individuals with exceptional Achiever talents, for example, may be anxious to make a decision and take action. Learn to briefly yet effectively communicate the value of listening.
- Understand that some may take advantage of your efforts to produce harmony. On occasion, when everyone is getting an opportunity to speak, some individuals might waste time positioning themselves or getting into lofty debates that have little relevance to the task at hand. At these times, do not hesitate to jump in and turn the conversation around to more practical matters. A balance between listening and efficiency is key to harmony.
- In discussions, look for the practical side of things. Help others see this practical side. It is the starting point of agreement.
- Deference comes naturally for you. You easily step aside when someone with superior expertise enters. Take the next step by inviting those with greater expertise to consult.

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.

Restorative

Ideas for Action:

- Seek roles in which you are paid to solve problems or in which your success depends on your ability to restore and resolve. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service.
- Don't be afraid to let others know that you enjoy fixing problems. It comes naturally to you, but many people shy away from problems. You can help.
- Give yourself a break. Your Restorative talents might lead you to be overly self-critical. Try to redirect this either toward things about yourself that can be fixed, such as knowledge or skill deficits, or toward external, tangible problems.
- Let other people solve their own problems. You might want to rush in and solve things for them, but by doing that, you might hinder their learning. Watch out for this, particularly if you are in a manager, coach, teacher, or parent role.
- Turnaround situations activate your natural forté. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business, or team.
- Leverage your Restorative talents not only to tackle existing problems, but also to anticipate and prevent problems before they occur. Share your foresight and your solutions with others, and you will prove yourself a valuable partner.
- Study your chosen subject closely to become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution that much faster.
- Think about ways you can improve your skills and knowledge. Identify any gaps you have and the courses you can take to fill them.
- Constant improvement is one of your hallmarks. Seek opportunities to enhance your abilities through a demanding field, activity, or endeavor that requires exceptional skill and/or knowledge.
- Use your Restorative talents to think of ways to “problem proof” your work. Identify existing and potential issues, and design systems or processes to prevent errors in the future.

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.

Learner

Ideas for Action:

- Refine how you learn. For example, you might learn best by teaching; if so, seek out opportunities to present to others. You might learn best through quiet reflection; if so, find this quiet time.
- Develop ways to track the progress of your learning. If there are distinct levels or stages of learning within a discipline or skill, take a moment to celebrate your progression from one level to the next. If no such levels exist, create them for yourself (e.g., reading five books on the subject or making three presentations on the subject).
- Be a catalyst for change. Others might be intimidated by new rules, new skills, or new circumstances. Your willingness to soak up this newness can calm their fears and spur them to action. Take this responsibility seriously.
- Seek roles that require some form of technical competence. You will enjoy the process of acquiring and maintaining this expertise.
- As far as possible, shift your career toward a field with constantly changing technologies or regulations. You will be energized by the challenge of keeping up.
- Because you are not threatened by unfamiliar information, you might excel in a consulting role (either internal or external) in which you are paid to go into new situations and pick up new competencies or languages quickly.
- Research supports the link between learning and performance. When people have the opportunity to learn and grow, they are more productive and loyal. Look for ways to measure the degree to which you and others feel that your learning needs are being met, to create individualized learning milestones, and to reward achievements in learning.
- At work, take advantage of programs that subsidize your learning. Your organization may be willing to pay for part or all of your instructional coursework or for certifications. Ask your manager for information about scholarships and other educational opportunities.
- Honor your desire to learn. Take advantage of adult educational opportunities in your community. Discipline yourself to sign up for at least one new academic or adult learning course each year.
- Time disappears and your attention intensifies when you are immersed in studying or learning. Allow yourself to “follow the trail” by scheduling learning sessions during periods of time that will not be interrupted by pressing engagements.

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.

Input sounds like this:

Ellen K., writer: “Even as a child, I found myself wanting to know everything. I would make a game of my questions. ‘What is my question today?’ I would think up these outrageous questions, and then I would go looking for the books that would answer them. I often got in way over my head, deep into books that I didn’t have a clue about, but I read them because they had my answer someplace. My questions became my tool for leading me from one piece of information to another.”

John F., human resources executive: “I’m one of those people who thinks that the Internet is the greatest thing since sliced bread. I used to feel so frustrated, but now if I want to know what the stock market is doing in a certain area or the rules of a certain game or what the GNP of Spain is or other different things, I just go to the computer, start looking, and eventually find it.”

Kevin F., salesperson: “I am amazed at some of the garbage that collects in my mind, and I love playing Jeopardy and Trivial Pursuit and anything like that. I don’t mind throwing things away as long as they’re material things, but I hate wasting knowledge or accumulated knowledge or not being able to read something fully if I enjoy it.”

Focus sounds like this:

Nick H., computer executive: “It is very important to me to be efficient. I’m the sort of guy who plays a round of golf in two and a half hours. When I was at Electronic Data Systems, I worked out a set list of questions so that I could conduct a review of each division in 15 minutes. The founder, Ross Perot, called me ‘The Dentist’ because I would schedule a whole day of these in-and-out, fifteen-minute meetings.”

Brad F., sales executive: “I am always sorting priorities, trying to figure out the most efficient route toward the goal so that there is very little dead time, very little wasted motion. For example, I will get multiple calls from customers who need me to call the service department for them, and rather than taking each one of these calls as they come and interrupting the priorities of the day, I group them together into one call at the end of the day and get it done.”

Mike L., administrator: “People are amazed how I put things into perspective and stay on track. When people around the district are stuck on issues and caught on contrived barriers, I am able to pole-vault over them, reestablish the focus, and keep things moving.”

Doriane L., homemaker: “I am just the kind of person who likes to get to the point — in conversations, at work, and even when I am shopping with my husband. He likes to try on lots of things and has a good time doing it, whereas I try one thing on, and if I like it and it is not horribly priced, I buy it. I’m a surgical shopper.”

Harmony sounds like this:

Jane C., Benedictine nun: "I like people. I relate to them easily because I am very strong in adjustment. I take the shape of the vessel into which I am poured, so I don't irritate easily."

Chuck M., teacher: "I don't like conflict in class, but I have learned to let things run their course instead of trying to stop it right away. When I first started teaching, if someone said something negative, I would think, 'Oh, why did you have to say that?' and try to get rid of it right away. But now I simply try to get the opinion of someone else in the class so that perhaps we can have different points of view on the same topic."

Tom P., technician: "I can remember vividly when I was ten or eleven and some of the kids in my school would get into arguments. For some reason, I would feel compelled to get in the middle of things and find the common ground. I was the peacemaker."

Restorative sounds like this:

Nigel L., software designer: “I have these vivid memories of my childhood woodworking bench with hammers and nails and wood. I used to love fixing things and putting things together and making everything just so. And now with computer programs, it’s the same thing. You write the program, and if it doesn’t work, you have to go back and redo it and fix it until it works.”

Jan K., internist: “This theme plays in my life in so many ways. For example, my first love was surgery. I love trauma, love being in the OR, love sewing. I just love fixing things in the OR. Then again, some of my best moments have been sitting at the bedside of a dying patient, just talking together. It is incredibly rewarding to watch someone make the transition from anger to acceptance about grief, to tie up loose ends with family members, and to pass with dignity. And then with my kids, this theme fires every day. When I see my three-year-old buttoning her sweater for the first time and she buttons it crooked, I feel this powerful urge to walk up and rebutton the sweater. I have to resist, of course, because she has to learn, but, boy, it’s really hard.”

Marie T., television producer: “Producing a morning TV program is a fundamentally clumsy process. If I didn’t like solving problems, this job would drive me up the wall. Every day, something serious goes wrong, and I have to find the problem, fix it, and move on to the next one. If I can do that well, I feel rejuvenated. On the other hand, if I go home and a problem remains unsolved, then I feel the opposite. I feel defeated.”

Learner sounds like this:

Annie M., managing editor: “I get antsy when I am not learning something. Last year, although I was enjoying my work, I didn’t feel as though I was learning enough. So I took up tap dancing. It sounds strange, doesn’t it? I know I am never going to perform or anything, but I enjoy focusing on the technical skill of tapping, getting a little better each week, and moving up from the beginners’ class to the intermediate class. That was a kick.”

Miles A., operations manager: “When I was seven years old, my teachers would tell my parents, ‘Miles isn’t the most intelligent boy in the school, but he’s a sponge for learning, and he’ll probably go really far because he will push himself and continually be grasping new things.’ Right now, I am just starting a course in business-travel Spanish. I know it is probably too ambitious to think I could learn conversational Spanish and become totally proficient in that language, but I at least want to be able to travel there and know the language.”

Tim S., coach for executives: “One of my clients is so inquisitive that it drives him crazy because he can’t do everything he wants to. I’m different. I am not curious in that broad sense. I prefer to go into greater depth with things so that I can become competent in them and then use them at work. For example, recently one of my clients wanted me to travel with him to Nice, France, for a business engagement. So I started reading up on the region, buying books, and checking the Internet. It was all interesting and I enjoyed the study, but I wouldn’t have done any of it if I wasn’t going to be traveling there for work.”

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?