

STRENGTHSFINDER 2.0

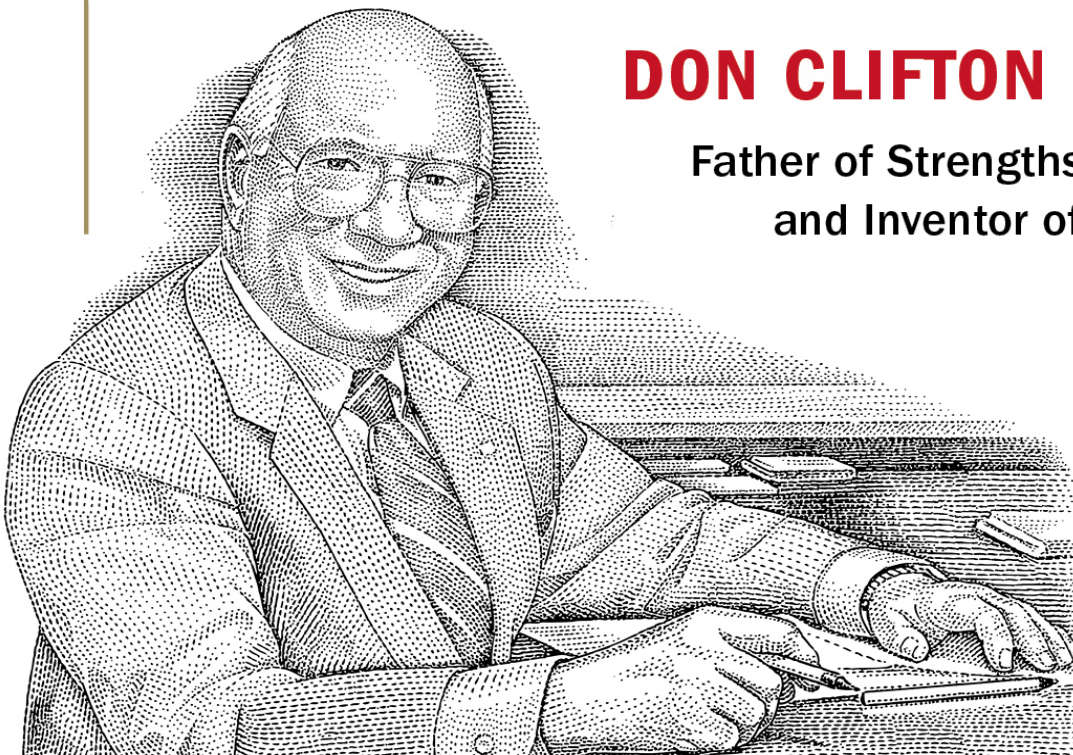
FROM GALLUP

Discover Your CliftonStrengths

DON CLIFTON

Father of Strengths Psychology
and Inventor of CliftonStrengths®

Includes the
CliftonStrengths®
assessment



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Discover Your
CliftonStrengths

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NOTE TO READERS

In 2017, Gallup changed the name of the StrengthsFinder assessment to CliftonStrengths in honor of Don Clifton, inventor of the assessment and Father of Strengths-Based Psychology.

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Don Clifton

(1924-2003)



Inventor of CliftonStrengths[®] and recognized as the Father of Strengths-Based Psychology by an American Psychological Association Presidential Commendation

Important Information About Your Access Code

Your e-book retailer will provide you with a unique, one-use-only access code to take the CliftonStrengths[®] assessment that is included with this book. To redeem your code, visit press.gallup.com/code/sf2. This access code is valid for one use only.

PART I:

Why Should I Study Myself?

You are probably reading this book and taking an assessment because your manager, team leader or mentor asked you to. Someone is taking a serious interest in your potential. Someone wants you to win at work and life.

This self-discovery process you are about to go through will change you forever. For millions of people, it is their single biggest development breakthrough — ever.

You are about to take an assessment with no wrong answers. It is the only assessment you will ever take where every answer you give is the *right* answer. It is not a test of what you know. It measures what you feel. It determines who you are. It is the only assessment you will ever take that quantifies and establishes what is inside you — what drives you.

It figures out *you* as a force of nature.

The results are the most unusual in the world — they determine what's *right* with you. There was never a tool like this until Gallup invented one.

The research behind it includes 50 years of Gallup data and analytics. The inventor has become one of the most famous

psychologists in history — Dr. Don Clifton (1924-2003) — and the assessment is named for him: CliftonStrengths.

Clifton discovered that there are 34 personality tendencies. Let's call them innate talents. All the variation of who we are lies within these 34 tendencies, which include strengths such as Achiever, Competition and Strategic. When you know your top five strengths within these 34 — and lead with them — you transform your life and work outcomes because you are playing to your strengths.

You are about to learn your top five CliftonStrengths.

The CliftonStrengths assessment is changing how the best organizations in the world develop people and teams in virtually all walks of life and work: teams in most Fortune 1000 companies, in nongovernmental organizations (NGOs) and in most of America's top universities. In fact, one in four incoming U.S. university students take CliftonStrengths each year.

THE BILLION-DOLLAR INSTITUTION OF *YOU*

After learning and then applying your top five — and as you spend the rest of your life leading teams, gigantic or small organizations, a school, a children's museum, or a whole country with your CliftonStrengths in mind — you will succeed, grow and develop continuously throughout your whole life. Your leadership ability will never stop growing and developing when you discover and maximize your strengths.

Your education, experience and skills are very important. Learn and experience as much as you can. But you won't make the most of your leadership success until your education, experience and skills are masterfully woven into your top five strengths.

Your strategies to grow and develop depend on how well you maximize your potential. Virtually all of us have the potential to lead a life worth a billion dollars to the world. You alone have a billion-dollar potential. Think of your strengths as your biggest financial asset. Think of your weaknesses as expenses you need to minimize. Then see how big you can grow the assets of You — the billion-dollar institution of You.

You will never be a successful leader by ignoring your weaknesses. With your weaknesses in mind and then continuously applying your strengths — your assets — you can lead almost anything. You can honestly become the president or prime minister of a country, a superintendent of public schools, a CEO of a company, a chancellor, a nationally known teacher or minister, a famous author or scientist, or the president of a nonprofit organization or foundation. If you have the right strategy that plays to your strengths, there are no limits to what you can lead, build and become.

Millions have cried — with joy — as they discovered their strengths, because they had never understood why they are the way they are. They did not know they had any high-value strengths at all. They tell us that once they learned and established these strengths as assets — what is *right* with them — they made wholesale changes

that caused them to be happier and more successful than they ever imagined they could be.

Here is the breakthrough that Gallup scientist Dr. Don Clifton made through his decades of research and clinical experiments with individuals and teams in its simplest form:

While you need to know and be very clear on your weaknesses first, weaknesses never develop into strengths. Period.

The father of modern management, Peter Drucker, said this:

“A person can perform only from strength. One cannot build performance on weakness, let alone on something one cannot do at all.”

Drucker also said this:

“To succeed in this new world, we will have to learn, first, who we are. Few people, even highly successful people, can answer the questions: Do you know what you’re good at? Do you know what you need to learn so that you get the full benefit of your strengths? Few have even asked themselves these questions.”

You can effectively aim your strengths at literally any job or task. While people typically aim their strengths at a career, you can just as well aim them at church, school, community, family and friends — you can aim your strengths at life.

Ask yourself this question right now: Are you building a career and life through attempting to fix your weaknesses or through developing and applying your strengths?

Here's a powerful example. Giselle landed a job as top executive of a division in a famous Washington, D.C., media company. She was eager to lead the department to new highs. When she got there, it turns out the job primarily required high-level sales activities. She was the top executive of this unit and needed high-level sales success or there would be no projects and no new revenues — and without these, she and the division would fail. This was a serious career and life crisis for her because she is a terrible salesperson.

Giselle's obstacle was that she hated cold calling. The thought of calling organizations where she didn't know anyone every day made her sick to her stomach. Her confidence and spontaneity shut down when she had to make a sales pitch. These weaknesses would surely cause her to fail at her new job.

One of her strengths, however, was that she loved communicating hard concepts to people. She loved helping people understand complicated current events that affect their own jobs as well as their organizations' future. She loved to read everything and then help very smart people understand concepts they had never before understood.

When life finds you in a dark place, your best friend is always your strengths. The only way through the darkness is by embracing your strengths.

Giselle reached out to a longtime mentor who was good at career coaching through CliftonStrengths, and he recommended this: "Why don't you perform the sales role of your new leadership job by helping people understand difficult concepts — ones they thought they could never understand — just like you do with me? When you

get to the prospect meeting, sell by using your strengths. Just start *teaching* them rather than selling to them. Just start helping them learn something seemingly impossible that they really need to know, just like you have done with me for years.”

He went on to advise, “Influence them through your Learner, Communication and Individualization strengths. Teach them something that helps them do their job better, and they will never quit buying from you.”

Giselle took his advice, and her department’s revenues exploded. She even needed to hire 100 new professionals. When onlookers saw her doing her job, they said, “Giselle is a talented leader with masterful sales talent — she can run anything.” Her career took off.

The reality is that Giselle had the potential to become a strong leader, but she would have missed that opportunity if she hadn’t seen the job through the lens of her strengths versus her weaknesses.

There is always a strengths strategy to win at work and life.

Taking the CliftonStrengths assessment is a great first step. Check with your team leader to see if there’s a strengths expert around who can coach you. There is no real development without coaching. With high-quality coaching, you’re far more likely to have a life-changing breakthrough.

THERE IS NO ONE WAY TO LEAD

The biggest breakthrough Gallup has made about leadership is this: There is no one way to lead. There are millions of combinations of

strengths great leaders use — Bill Gates leads with very different strengths than Oprah does. Jeff Bezos leads with very different strengths than Elon Musk or Jay-Z does. They are all great team leaders who have an enormous influence on their country and the world — but they lead in very different ways.

Don Clifton’s biggest contribution to leadership science was his conclusion that there is no single taxonomy of a great leader. Great leaders lead from their unique strengths, not from attempting to become someone they’re *not*.

If you lead a team at any level, the effectiveness of that team will more than double when you have your own strengths clearly in mind. That takes you to a new level as a leader — just knowing and owning your strengths.

If you wanted to go one level higher, you would assess and discuss the strengths of each of the members of your team, and you would know each individual by their strengths.

There is one level higher — let’s call it “level three” team leadership. At level one, team leaders know and lead with their strengths. And at level two, leaders as well as each team member know their own unique strengths. At level three, team leaders and each team member know their own *and* others’ strengths.

A level-three team has the potential of becoming one of the highest-performing teams in the world. This is because strengths science starts with the *individual*, which is the only way to fully maximize the potential of any team on any mission with high purpose and high goals.

As you consider your newly found CliftonStrengths, ask yourself how you can use your top five strengths to build teams that will seriously change the world. When you make the most of your strengths, there are no limits to what you can do and how you can lead.

Your organization, your city, your family and friends, and your country need you to make this historic contribution to help invent and build the next great future for humankind.

— *Jim Clifton, Chairman and CEO of Gallup*
February 2021

TAKING THE CLIFTONSTRENGTHS ASSESSMENT

To help you build on your strengths and the strengths of the people around you, take the CliftonStrengths assessment now. It will take about 30 minutes. See [Important Information About Your Access Code](#).

After you have completed the assessment, read Part II: Applying Your Strengths. For each of the 34 CliftonStrengths themes, this section presents the standard theme description, examples of what the theme sounds like, Ideas for Action and tips on how to work with others who have strong talents in that theme.

Remember that the purpose of CliftonStrengths is not to anoint you with strengths — it simply helps you find the areas *where you have the greatest potential to develop strengths*.

THE CLIFTONSTRENGTHS ASSESSMENT, WEBSITE AND DEVELOPMENT GUIDE

Once you have completed the CliftonStrengths assessment and receive your results, you will have access to reports, tools and resources you can use to learn more about your strengths. And you will get a comprehensive strengths development guide that includes:

- Your top five theme report, built around personalized Strengths Insight descriptions
- 50 Ideas for Action (10 for each of your top five CliftonStrengths) based on thousands of best-practice suggestions we reviewed
- Questions for you to answer to increase your awareness of your talents and how to apply them

The 34 themes in the strengths taxonomy that Don Clifton developed help us describe a great deal of the variation in human talent. But they do not capture many nuances of unique personalities. While you and a few friends may each have Learner among your top five strengths, the fine points of those strengths and how they are expressed vary a great deal from person to person: One of you may learn from reading several books each month, while someone else learns primarily from doing, and yet another learns from an insatiable curiosity and Googles everything.

To help you think about your own talents and strengths at a more specific and individualized level, Gallup developed more than 5,000 highly customized Strengths Insights. Based on unique combinations of your individual item responses during the assessment, these insights will give you an in-depth analysis of how each of your top five CliftonStrengths plays out in your life. The descriptions in your CliftonStrengths report are customized to describe *your* unique personality.

To create these highly tailored descriptions, we compare all of your responses on these 5,000-plus Strengths Insights to our massive database and then build your theme descriptions based on *what makes you stand out the most*. Unlike your top five CliftonStrengths themes, which are likely to overlap with people you know and serve an important purpose in providing a common language, the Strengths Insights are all about what makes you unique.