



StrengthsFinder 2.0 Report

Strengths Insight and Action-Planning Guide

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Your Top 5 Themes

Restorative
Input
Empathy
Developer
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

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?

It's very likely that you diligently spend time working to compensate for your real or perceived shortcomings, limitations, or flaws. Self-improvement activities rank quite high on your list of personal or professional goals. Instinctively, you now and then yearn to acquire additional knowledge or skills. Perhaps you use these to do certain things better, more perfectly, or more completely than you have in the past. Chances are good that you might become enthused about beginning new jobs, new assignments, new courses of study, or new hobbies. Perhaps the early stages of an endeavor motivate you to upgrade or perfect certain things. Sometimes you exhibit more energy or interest at the very start of a venture than at any other time. Because of your strengths, you occasionally sign up for rigorous courses of study rather than enroll in easy classes. This might satisfy your need to master things that do not come naturally. Perhaps you trust you can handle unpleasant or difficult assignments. Maybe the struggle to expand your knowledge, broaden your skills, conquer your limitations, or fix problems motivates you to welcome academic challenges. By nature, you are sometimes an eager and willing student. Perhaps you derive satisfaction from examining new sources of information. These might lead you to conclusions about how to make things better.

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?

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?

Because of your strengths, you customarily figure out what makes each person special. You talk to, observe, or study individuals who produce nothing less than excellence to identify what inspires them. Unquestionably, you prefer to associate with those who share your passion for taking something good and making it better. Once you understand what drives a person, you can motivate him or her to transform whatever was made better into something utterly superb. Driven by your talents, you combine your fascination for reading with your ability to figure out what sets individuals apart from everyone else. You are likely to discover things that interest someone. Then you read more about those topics. You aim to collect insights that can inspire the person to take advantage of his or her one-of-a-kind talents, knowledge, and/or skills. Instinctively, you are quite comfortable having time to yourself to enjoy a favorite pastime: reading. Whether you are sitting on a quiet beach or in a crowded airport terminal, you create your own space with a book, magazine, newspaper, document, or correspondence. Gleaning information, inspiration, or insights from these sources can make your relaxation more pleasurable or your delays more tolerable. By nature, you can welcome into your life people who represent a diverse range of personalities, backgrounds, educational levels, or cultures. This ability to be open often influences what you read in newspapers, magazines, books, or on the Internet. By casting your net for information far and wide — that is, in every direction — you are apt to “catch” the ideas of numerous writers. You probably regard reading as a pleasure rather than a duty. It’s very likely that you sometimes feel restless until you have found a better way to describe the finer points of complicated procedures. Why? When you succeed, people will begin to understand how they work. Perhaps you derive satisfaction from outlining the intricate steps of particular processes.

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?

Because of your strengths, you may detect who does and does not want to be your friend. Perhaps you place a premium on being liked. Your feelings might be bruised when someone openly dislikes or rejects you. Chances are good that you might be aware of the needs or desires of the people closest to you. These insights allow you to sometimes freely share your talents, knowledge, and skills with others. Perhaps you instinctively understand how to make others feel good. You may be known as a giver, not a taker. Some people look forward to spending time with you. Instinctively, you trust your intuition. Often it allows you to resolve difficult issues and unravel perplexing puzzles. It probably enables you to overcome obstacles that block others. It's very likely that you may recall that as a child you were somewhat attuned to the moods, feelings, expectations, or values of your elders. Perhaps your awareness of what some of these authority figures were thinking or feeling helped you govern what you said or did. Driven by your talents, you affirm others for who they are. You celebrate their unique gifts. Your encouraging words inspire and embolden people to be their real and true selves.

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?

Instinctively, you repeatedly go out of your way to support, inspire, motivate, or embolden various individuals. You likely regard this task as worthy of your effort and time. Chances are good that you derive much pleasure from honoring and praising individuals, especially when their good results are the fruit of hard work. You regularly go out of your way to notice their accomplishments, knowledge, skills, or talents. Just having someone notice these contributions encourages many people to use their gifts much more often. Driven by your talents, you exhibit some awareness of the changing moods of people. Perhaps you can understand the feelings they have about themselves, each other, or their experiences. Maybe these insights permit you to respond to each one in a fitting way. Because of your strengths, you can sometimes place the needs of others ahead of your own. It's very likely that you understand there is more to life than the acquisition of material possessions. Typically you find purpose and meaning in the simple things money cannot buy.

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?

It's very likely that you may ignore distractions to concentrate on your assignments. Sometimes you keep reading, researching, experimenting, or writing until you know all you need to know about a particular subject. You might not rest until you have mastered certain concepts, committed important information to memory, or completed specific course requirements. Driven by your talents, you sometimes do whatever it takes for as long as it takes to excel in your studies or work-related assignments. Perhaps this is one reason why you may prefer to tackle particular challenges on your own rather than team with someone who lacks your drive. Instinctively, you treasure books and other publications because they are rich sources of information. You regard the printed word as a gateway to a vast world of new ideas. Your quest to interpret events, grasp facts, or understand concepts appears limitless. Frequently you read to broaden your perspective on very familiar, as well as altogether unfamiliar, topics. Because of your strengths, you yearn to increase your knowledge by being kept in the information loop. This explains why you gravitate to people who converse about ideas at a deeper and more thoughtful level than most individuals are capable of doing. "Making small talk" — that is, engaging in idle conversation — probably seems like a waste of time to you. By nature, 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.

Questions

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
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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

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.

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

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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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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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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

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Section III: Achievement

Look for signs of achievement as you read these real quotes from people who share your top five themes.

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.”

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.”

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.”

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.”

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?