Strengths Based Leadership
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* Results on next pages
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SURVEY COMPLETION DATE: 10-18-2016

Gallup found that it serves a team well to have a representation of strengths in each of the four domains of leadership strength: Executing, Influencing, Relationship Building, and Strategic Thinking. Instead of one dominant leader who tries to do everything or individuals who all have similar strengths, contributions from all four domains lead to a strong and cohesive team. This doesn't mean that each person on a team must have strengths exclusively in a single category. In most cases, each team member will possess some strength in multiple domains.

According to our latest research, the 34 Clifton StrengthsFinder themes naturally cluster into these four domains of leadership strength. See below for how your top five themes sort into the four domains. As you think about how you can contribute to a team and who you need to surround yourself with, this may be a good starting point.

YOUR TOP FIVE CLIFTON STRENGTHSFINDER THEMES

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Strengths-Based Leadership Guide

SURVEY COMPLETION DATE: 10-18-2016

DON CLIFTON

Father of Strengths Psychology and Inventor of CliftonStrengths

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The Four Domains of Leadership Strength

As Gallup studied and worked with thousands of leadership teams, we began to see that while each member had his or her own unique strengths, the most cohesive and successful teams possessed broader groupings of strengths. So we initiated our most thorough review of this research to date. From this dataset, four distinct domains of leadership strength emerged: Executing, Influencing, Relationship Building, and Strategic Thinking.

EXECUTING

Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to "catch" an idea and make it a reality.

INFLUENCING

Those who lead by Influencing help their team reach a much broader audience. People with strength in this domain are always selling the team’s ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.

RELATIONSHIP BUILDING

Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organizations that are much greater than the sum of their parts.

STRATEGIC THINKING

Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.
Gallup found that it serves a team well to have a representation of strengths in each of these four domains. Instead of one dominant leader who tries to do everything or individuals who all have similar strengths, contributions from all four domains lead to a strong and cohesive team. This doesn’t mean that each person on a team must have strengths exclusively in a single category. In most cases, each team member will possess some strength in multiple domains.

According to our latest research, the 34 Clifton StrengthsFinder themes naturally cluster into these four domains of leadership strength. See below for how your top five themes sort into the four domains. Then, use the chart at the end of this report to plot your team members’ top five themes and see how their strengths sort into the four domains as well. As you think about how you can contribute to a team and who you need to surround yourself with, this may be a good starting point.

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FOLLOWERS’ FOUR BASIC NEEDS

Followers have a very clear picture of what they want and need from the most influential leaders in their lives: trust, compassion, stability, and hope. On the next several pages, for each of your top five Clifton StrengthsFinder themes, you will find a brief definition of the theme, strategies for leveraging that theme to meet followers’ four basic needs, tips for leading others who are strong in that theme, and illustrations of what that theme sounds like in action.
Connectedness

LEADING WITH CONNECTEDNESS

People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.

BUILD TRUST

Your philosophy of life compels you to move beyond your own self-interests. Give voice to your beliefs. Take action on your values. When you move beyond self and give of what you have, others see the respect you have for every other human being, despite your differences. Respect is a natural byproduct of selfless acts.

Seek out global or cross-cultural responsibilities that capitalize on your understanding of the commonalities inherent in humanity. Build global capability, and change the mindset of those who think in terms of “us” and “them.” Behaving in the best interests of all parties is a sign of good faith and trustworthiness.

SHOW COMPASSION

You seek the mutual bond. Develop good questions to ask so that you can quickly find common ground between you and each person you meet. Keep asking these questions until you find the interests you share. Affirm and celebrate the connections you find, and start there to build a foundation for a relationship.

Once you have discovered areas of commonality with someone, show that you care by remembering to inquire about the belief or activity you share with her. Use this as a point of entry into deeper conversations about other parts of her life. Get to know her as a whole person, rather than limiting your connection to only one aspect of who she is.

Your ability to bring people together around shared dreams and meanings is significant. You see the common thread in the greater whole. Take an active role in linking the lives of disparate individuals based on the connections you discover. Make others aware of the bonds they don’t even know exist, and pave the road for friendship by helping strangers recognize the commonalities they have. You can help others make connections that influence the rest of their lives.

PROVIDE STABILITY

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Your sense of the bigger picture can bring calm in chaos. Point out the greater meaning you find in the events around you. Show others that a bump in the road is but a small part of a greater whole. Help them see the difference between what is constant in life and what is transitory. Put current difficulties in perspective.

People feel safe when they are surrounded by what is comfortably familiar. When others need that sense of security, you can remind them of what is constant, what is shared. Help people remember that a network surrounds them. Simply knowing that they are not alone during difficult times can bring peace and confidence.

Faith can be a foundational strength when it is shared. If faith is part of your relationship with another person, your support may be very important in times of uncertainty or fear. Reach out when you know someone needs the assurance that shared faith can provide.

CREATE HOPE

It may surprise you when others are slow to discover the connections that you so easily see. Help them understand the interrelatedness you find in events and people. Broaden their worldview by helping them see a bigger picture. How could they take their own talent to a new level by applying it somewhere they’ve never thought to apply it? How might they partner with someone they see as much different from themselves? Get them thinking in new ways by sharing your broader vision.

You are aware of the boundaries and borders created by organizational structure, but you treat them as seamless and fluid. Use your Connectedness talents to break down silos that prevent shared knowledge across industry, functional, and hierarchical divisions within or between organizations. Encourage different groups to work together for their shared goals.

Help people see the links among their talents, their actions, their mission, and the success of the larger group or organization. When people believe in what they are doing and feel like they are part of something bigger, commitment to achievement is enhanced.

LEADING OTHERS WITH STRONG CONNECTEDNESS

This person is likely to have a spiritual orientation and perhaps a strong faith. Your knowledge and, at the very least, acceptance of her spirituality will enable her to become increasingly comfortable around you.

This person may be receptive to thinking about and developing the mission for your organization. She naturally feels like she is part of something larger than herself, and she will enjoy contributing to the impact of an overall statement or goal.

CONNECTEDNESS SOUNDS LIKE THIS:

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Mandy M., homemaker: “Humility is the essence of Connectedness. You have to know who you are and who you aren’t. I have a piece of the wisdom. I don’t have much of it, but what I do have is real. This isn’t grandiosity. This is real humility. You have confidence in your gifts, real confidence, but you know you don’t have all the answers. You start to feel connected to others because you know they have wisdom that you don’t. You can’t feel connected if you think you have everything.”

Rose T., psychologist: “Sometimes I look at my bowl of cereal in the morning and think about those hundreds of people who were involved in bringing me my bowl of cereal: the farmers in the field, the biochemists who made the pesticides, the warehouse workers at the food preparation plants, even the marketers who somehow persuaded me to buy this box of cereal and not a different one sitting next to it on the shelf. I know it sounds strange, but I give thanks to these people, and just doing that makes me feel more involved with life, more connected to things, less alone.”

Chuck M., teacher: “I tend to be very black and white about things, but when it comes to understanding the mysteries of life, for some reason, I am much more open. I have a big interest in learning about all different religions. I am reading a book right now that talks about Judaism versus Christianity versus the religion of the Canaanites. Buddhism, Greek mythology — it’s really interesting how all of these tie together in some way.”

Developer

LEADING WITH DEVELOPER

People strong 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.

BUILD TRUST

Doing something good for the sake of another is a sign of character and an invitation to trust. Extend yourself to others by helping them see their own potential and offering to work with them to develop it. This will increase the breadth and depth of your relationships, and you will enjoy watching them grow.

Try not to be hurt when others look for an ulterior motive in your good deeds. It may take them time to trust you when you show interest in their personal development. Allow them to see you in action for weeks, months, or even years before expecting their full confidence. They may not trust as easily as you do.

SHOW COMPASSION

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You take genuine delight in people’s growth and development. Your natural talent for focusing on others is a gift to those you nurture. Cheer for them, and let them know that you believe in them. Your compassionate caring touches their hearts and places you squarely on their side. They will never forget the support you offer so easily.

“We learn best from those we love” is a quote you understand and appreciate. Who loves you? Whom do you love? Be sure to get close enough to not only teach and guide, but to love. Communicate your feelings. Your impact will last forever.

**PROVIDE STABILITY**

As you begin working with another person on her development, first acknowledge the progress you’ve already seen. This provides a basis of confidence and security. You can make taking the next step less intimidating by reassuring her that you are confident she can do it because of what she’s already proven herself able to do. Express your certainty that the next goal is within her reach.

Developers help others step over comfort thresholds. You provide a “safe zone” where people have permission to strive and fail and strive again. Set others up for success by letting them know that more than one attempt is likely to be necessary before ultimate success results. Helping people set the right expectations provides security that produces the confidence to try again.

Encourage people to dig deep into their talents and to put them to the test. With you, they have a cushion for failure and will not feel the full force of it. You provide support so that they can take the risks necessary to make the most of their talents.

**CREATE HOPE**

Challenge others by asking good questions that stretch their imagination. What’s the most they’ve ever done? How much do they imagine they could do? What do they dream of doing? What would they do if there were no obstacles, no barriers to their choices?

Your growth-nurturing approach is your spontaneous response to those around you and makes you an inspirational mentor to many. Consider the moves your best mentors made, and take a lesson from them. Adopt the ones that are right for you, and use them to encourage and champion those you are mentoring.

You will be compelled to counsel more people than you possibly can. To fulfill this inner drive, consider being a “mentor for the moment.” Many of the most poignant and memorable developmental moments occur in a mere instant when the right words are delivered at the right time — words that clarify understanding, re-ignite a passion, open eyes to an opportunity, and change a life course. Look for opportunities to magnify moments.

(Jody Drager)
LEADING OTHERS WITH STRONG DEVELOPER

Position this person so that he can help others in the organization grow. For example, give him the opportunity to mentor one or two people or to teach a class on a company topic, such as safety, benefits, or customer service. If necessary, pay the fee for him to belong to a local training organization.

This person might be a good candidate for a supervisor, team leader, or manager role. If he is already a manager or executive, look to his business unit for people who can be transferred to positions with greater responsibilities in the organization. He develops people and prepares them for the future.

Be aware that this person may protect struggling performers long past the time when they should have been moved or terminated. Help him focus his developing instincts on setting people up to achieve success and not on supporting people who are enduring hardship. The best developmental action he can take with these people is to find them a different opportunity where they can truly excel.

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.”

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Empathy

LEADING WITH EMPATHY

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

BUILD TRUST

Help others articulate and frame complex emotions when they're faced with a worrisome situation. Respect their feelings, and allow them the freedom to express what they need to express, whether or not your feelings mirror theirs. Acknowledge and deal with these emotions honestly to build trust.

Because trust is paramount to you, many of your associates are likely to feel comfortable approaching you to share thoughts, feelings, concerns, and needs. Your discretion and desire to be genuinely helpful will be greatly valued.

SHOW COMPASSION

Witnessing the happiness of others brings you pleasure. Consequently, you are likely to be attuned to opportunities to highlight people's successes and positively reinforce their achievements. At each opportunity, deliver a kind word of appreciation or recognition. By doing so, you are likely to make a profound and engaging impression on that person.

Sometimes you have the ability to understand what others are feeling before they've recognized it themselves. This uncanny awareness can be unnerving or comforting, depending on how it's shared. Ask questions to gently guide people toward recognition of what you already suspect. Help them name their feelings and create their own path to self-discovery, and you will be a valued partner.

PROVIDE STABILITY

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 talents will be especially important during trying times because they will demonstrate your concern as a leader, thereby building security and loyalty.

Patience and understanding are your hallmarks. Take time to hear people out; don't rush to judgment. Giving people time and space to sort out their own thoughts and feelings in a safe environment promotes their sense of stability and tranquility.

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CREATE HOPE

Others are likely to choose you as a confidante or mentor. Affirm that this is a satisfying relationship for you so they feel welcome to approach you. Encourage them by putting words to what you sense about their aspirations; inspire and guide their dreams by imagining with them.

Your Empathy talents allow you to anticipate events and reactions. Because you are observant of how others are feeling, you are likely to intuit what is about to happen in the organization before it becomes common knowledge. Help people to be aware as positive emotions build, so as a group, you can capitalize on this to create hope.

LEADING OTHERS WITH STRONG EMPATHY

Pay attention, but don’t overreact if this person cries. Tears are part of his life. He may sense the joy or tragedy in another person’s life more poignantly than even that person does.

Help this person see his Empathy talent as a special gift. It may come so naturally to him that he thinks everyone feels what he feels, or he may be embarrassed by his strength of feeling. Show him how to use his talents to everyone’s advantage.

Test this person’s ability to make decisions instinctively rather than logically. He may not be able to articulate why he thinks a certain action is right, but he will often be right nonetheless. Ask him “What is your gut feeling about what we should do?”

Arrange for this person to work with positive, optimistic people. He will pick up on their feelings and be motivated. Conversely, steer him away from pessimists and cynics. They will depress him.

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...”

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Belief

LEADING WITH BELIEF

People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.

BUILD TRUST

Ethical behavior is the foundation of respect and trust. Integrity is an expectation. To ensure fairness and promote unity, clearly communicate to others the behaviors you will and will not tolerate. Clarity on the front end can prevent misunderstandings and damage to relationships.

The talent of Belief is more about an attitude of service than it is about a certain set of moral or spiritual beliefs. Show others what it means to be a servant leader. Get a team involved in doing something outside of themselves — something they do for the sole reason of helping another person or group. Demonstrate your Belief talents in actions that speak far louder than your words ever can. That level of integrity will earn you true respect.

SHOW COMPASSION

Your values are a deep source of meaning for you. Talk with others about what’s most meaningful in their lives. Just being a sounding board about something as important as core values builds relationships. Learn what’s most important to the people in your life, whether you’ve known them a long time or just met them. Recognize that we all come from different backgrounds and go through various stages in our lives, and be accepting. Relationships can always grow. Listening creates a connection.

Some bonds will be almost instantaneous. Common values will bring you close to some people quite rapidly — and sometimes for life. This can be a source of great joy in your life and theirs. Explore beliefs together, ask questions, and have conversations about what matters most in your lives. In these situations, relationships can grow surprisingly fast and remarkably deep.

Take care not to create an “in” and an “out” crowd based on belief systems. Though you can never be “values neutral,” nor should you be, you should consider the messages you send with the judgments you make.

(Jody Drager)
PROVIDE STABILITY

Some of your beliefs are etched in stone. Even in this ever-changing world, they never sway. This firm foundation can be a cornerstone of relationships, activities, and the work environment you create. Whether or not people believe as you do, they know where you stand and can be confident of the stability of those beliefs.

Your passion equips you to fight. In these battles, strive to be seen as a leader who is fighting for something rather than one who is fighting against something. Being seen in a more positive light may help you enlist, engage, and retain more support for your cause. People will trust that you will fight for what’s right. They take confidence in the strength of your convictions.

CREATE HOPE

The meaning and purpose of your work will often provide direction for others, so talk about it; share its importance in your life. Remind people why their work is important and how it makes a difference in their lives and in the lives of others. Learn more about how they can live their talents and values through their work, and support them in finding those connections.

Others may be less sure of their values than you are. If they are searching, ask them to take account of where they spend their time and money. The actual use of our time, talent, and treasure speaks volumes about what we really value.

LEADING OTHERS WITH STRONG BELIEF

This person will have some powerful bedrock values. Figure out how to align her values with those of the organization. For example, talk with her about how your products and services make people’s lives better, or discuss how your company embodies integrity and trust, or give her opportunities to go above and beyond to help colleagues and customers. This way, through her actions and words, she will make visible the values of your organization’s culture.

Realize that this person may place greater value on opportunities to provide higher levels of service than on opportunities to make more money. Find ways to enhance this natural service orientation, and you will see her at her best.

BELIEF SOUNDS LIKE THIS:

Michael K., salesperson: “The vast majority of my nonworking time goes to my family and to the things we do in the community. I was on the countywide Boy Scouts board of directors. And when I was a Boy Scout, I was pack leader. When I was an Explorer, I was junior assistant leader for the Boy Scouts. I just like being with kids. I believe that’s where the future is. And I think you can do a whole lot worse with your time than investing it in the future.”

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Lara M., college president: “My values are why I work so hard every day at my job. I put hours and hours into this job, and I don’t even care what I get paid. I just found out that I am the lowest paid college president in my state, and I don’t even care. I mean, I don’t do this for the money.”

Tracy D., airline executive: “If you are not doing something important, why bother? Getting up every day and working on ways to make flying safer seems important to me, purposeful. If I didn’t find this purpose in my job, I don’t know if I could work through all the challenges and frustrations that get in my way. I think I would get demoralized.”

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**Positivity**

**LEADING WITH POSITIVITY**

People strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.

**BUILD TRUST**

Some people are so accustomed to hearing the negatives pointed out that initially, they will be suspicious of your continued positive remarks. Keep those remarks coming, and allow others to trust, over time, that you’re always going to have that upbeat emphasis — in your life and in theirs.

Make certain that your praise is always genuine, never empty or false. Research shows that more damage is done through false praise than through criticism. If you believe it, say it. If you don’t, show your respect for others’ intelligence and discernment, and don’t yield to the temptation of false flattery.

**SHOW COMPASSION**

Your Positivity makes you naturally liberal with praise. You can’t be too generous — precious few people believe that they are suffering from too much recognition in their lives. Give praise freely. Make it specific. Make it personal. Spread good feelings and genuine appreciation for others. Help others look forward to every interaction they have with you.

In hard times, you may be one of the few bright spots in someone’s life — a beacon. Never underestimate that role. People will come to you because they need the boost you consistently provide. Let them know that they can. Ask them what they need. You will refresh them.

Be the person whose humor is always positive and encouraging. Because of your outlook, you don’t resort to deprecating, callous humor or sarcasm. This positive approach will surely rub off on others.

(Jody Drager)

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and you'll influence the atmosphere around you.

**PROVIDE STABILITY**

You have a natural talent to increase people's confidence. Look for ways to catch people doing things right or doing the right things. Affirm them. Watch them become stronger and more certain of themselves as a result of your praise.

Your optimism allows you to live with solutions that are sometimes less than perfect. As a result, you encourage others to make progress rather than insisting on perfection. Continue to look for and describe to others the potential that exists in less-than-ideal situations. By doing so, you encourage them to feel free to take risks to improve a situation, even when they don't yet have the total solution.

**CREATE HOPE**

Play up the drama of moments. If everyone deserves 15 minutes of fame, perhaps you are the person to set the stage. Make each person's 15 minutes big enough to count and important enough to last.

Your optimism helps others look to the future with anticipation. Talk about the future. Talk about what is possible. Ask others to share the opportunities and possibilities they see. Just saying them out loud helps them become expectations, and eventually, realities.

Sometimes feelings are the result of action; other times, feelings are the cause for action. Insist on celebrations, employ the therapy of laughter, and inject music and drama into your organization. This positive impact on the emotional economy will influence your productivity, mutual support, and bottom line.

As you create positive environments, be sure to protect and nurture them. As much as possible, insulate yourself and others from chronic whiners, complainers, and malcontents. Prune negativity — it's as contagious as your positivity. You and your group must intentionally spend time in highly positive environments that will invigorate and feed optimism.

**LEADING OTHERS WITH STRONG POSITIVITY**

Ask this person to help plan events that your organization hosts for your best customers, such as new product launches or user groups.

This person's enthusiasm is contagious. Consider this when placing him on project teams.

This person likes to celebrate. When milestones of achievement have been reached, ask him for
ideas about how to recognize and commemorate the accomplishment. He will be more creative than most.

Pay attention to this person’s other top themes. If he also possesses strong Developer talents, he may prove to be an excellent trainer or teacher because he brings excitement to a classroom. If Command is one of his strongest themes, he may excel at selling because he is armed with a potent combination of assertiveness and energy.

POSITIVITY SOUNDS LIKE THIS:

Gerry L., flight attendant: “There are so many people on an airplane that I have made it a point over the years to single out one or two on a flight and make it something special for them. Certainly, I will be courteous to everybody and extend to them the kind of professionalism that I would like given to me, but over and above that, I try to make one person or family or small group of people feel particularly special, with jokes and conversation and little games that I play.”

Andy B., Internet marketing executive: “I am one of those people who loves creating buzz. I read magazines all the time, and if I find something fun — some new store, new lip gloss, whatever — I will charge around telling everyone about it. ‘Oh, you just have to try this store. It is so-o-o cool. Look at these pictures. Check them out.’ I am so passionate when I talk about something that people just have to do what I say. It’s not that I am a great salesperson. I’m not. In fact, I hate asking for the close; I hate bothering people. It’s just that my passion about what I say makes people think, ‘Gosh, it must be true.’”

Sunny G., communications manager: “I think the world is plagued with enough negative people. We need more positive people — people who like to zero in on what is right with the world. Negative people just make me feel heavy. In my last job, there was a guy who came into my office every morning just to unload on me. I would purposely dodge him. I’d see him coming, and I’d run to the bathroom or go some other place. He made me feel as if the world was a miserable place, and I hated that.”

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CliftonStrengths™

Team Name: ____________________________

Custom Team Distribution Chart

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Your Personalized Strengths Insights

CONNECTEDNESS

Instinctively, you may be guided by the notion that no one can live life without some help from others. Perhaps this idea compels you to consider how what you do and say affects people you know and individuals you will never meet. By nature, you often are instrumental in helping your teammates discover how they are linked to one another. You regularly remind them that their successes and failures are a direct result of their ability to work together. Because of your strengths, you often are the one who helps people understand how they are linked across time, distance, race, ethnicity, religion, economic levels, languages, or cultures. You make it possible for individuals to work together. You aim to break down barriers that separate them. Chances are good that you may enjoy the company of people who have faced and conquered some of life’s difficulties. Perhaps they have gained wisdom you lack. Occasionally you benefit from their philosophical insights. It’s very likely that you sense that you are inextricably linked to your teammates. You understand your success depends on each one of them just as their individual success hinges on you.

DEVELOPER

By nature, you have keen awareness and insights into the moods of individuals. You tend to be highly responsive to others’ thoughts and feelings. Not everyone can sit with a person as he or she experiences a full range of emotions: happiness, anger, frustration, gratitude, contentment, sadness, elation, despair, or grief. You rarely distance yourself from those who you sense need you to be there for them. Because of your strengths, you realize numerous individuals need your attention to feel valued or appreciated. Making someone feel special gives you a great deal of satisfaction. You can sense when someone’s spirit needs to be lifted or his/her contributions need to be acknowledged. You know what to say and how to say it so your compliments or words of recognition sound truthful, genuine, and sincere. This is one way you nurture relationships with people. It’s very likely that you occasionally inconvenience yourself to help someone else. Maybe the person’s appreciation, smile, or words of thanks make you feel good about yourself and life in general. Perhaps you have a bit more energy for your own job or studies after you have done a good deed. Chances are good that you routinely tune in to individuals’ subtle and not-so-subtle yearnings to be cheered up, supported, and motivated. You have a knack for inspiring people. They sense that you are aware of their feelings, thoughts, and needs. They probably feel better about themselves when you are with them.

Instinctively, you sometimes enjoy activities involving children. Perhaps they make you feel younger, or challenge you to see problems, people, or opportunities through their innocent eyes. Maybe you are fascinated by their natural curiosity about the world and everything in it.

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EMPATHY

By nature, you sense when a person requires your assistance. You characteristically initiate conversations with timid individuals who struggle to express their thoughts or feelings. You probably respond to people even before they state their needs. Many individuals conclude you are caring and kind. Chances are good that you bring a keen awareness about human behavior to the classroom, laboratory, seminar, playing field, or tutoring session. You spontaneously tune in to what individuals are thinking and feeling minute by minute. These insights are likely to make you a better educator. Instinctively, you might tune in to the feelings of people. Maybe you cheer them up when they are sad, disappointed, lonely, frustrated, or afraid. It’s very likely that you might be prompted by a natural impulse to answer questions, deal with perplexing issues, or overcome obstacles. This need to do something arises from deep within yourself. Driven by your talents, you push yourself to meet high standards and reach important goals. Your feelings of success or failure likely hinge on the way others judge your results. Your keen awareness of people’s moods motivates you to work even harder. You want to please them. You want to earn their approval. You often just want to make them happy.

BELIEF

Chances are good that you sometimes use your passion for reading to collect a few ideas for resolving issues, correcting mistakes, or overcoming obstacles. Maybe the act of reading allows you to generate some options for dealing with certain kinds of predicaments — that is, difficult, perplexing, or trying situations. Driven by your talents, you may have faith in some of your convictions about life. You might contend they are well-founded and enduring. You provide some clues of valuing your freedom and independence. This partially explains why you detest being ordered around by certain people. Perhaps you insist on being in charge of your own life. By nature, you might be inclined to get to know people on a personal level. Once you understand someone as an individual, you might be more apt to inconvenience yourself or give up something you value for that person. It’s very likely that you may convince certain people that a particular project or cause improves humankind’s quality of life. Occasionally you persuade them of the importance of protecting the planet’s resources for future generations. Perhaps you help people realize they can accomplish more good as a group than they can as individuals. Because of your strengths, you frequently engage in laborious tasks. You yearn to dedicate yourself to worthy causes or noble purposes. Fortifying the bonds between yourself, the people you know, or even those you will never meet gives your life special meaning.

POSITIVITY

It’s very likely that you may be inclined to concentrate on things you want to change about yourself, someone else, or some thing. Perhaps you feel more optimistic about life when you can conquer some of your fears, flaws, or failings. By nature, you may exercise caution so no one can accuse you of giving one person an unfair advantage over anyone else. Perhaps you feel better about life when you deal with each person the same way. Because of your strengths, you periodically sequence tasks according to their importance before you move into action. Maybe the more organized you are, the

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more favorable you feel about yourself and life in general. Instinctively, you might feel a bit more upbeat about life when you register for a few demanding and rigorous classes. Perhaps you aspire to enroll in specialized courses. Why? Maybe you trust yourself to meet the challenges. Maybe you know you will acquire lots of knowledge or special skills. Chances are good that you may feel good about life when you can sit down and read. Perhaps for you the acquisition of information is a basic need. Perhaps for you following the twists and turns of a well-crafted plot populated with interesting characters is a form of relaxation.