

CliftonStrengths<sup>®</sup>

# Discovery Cards

GALLUP<sup>®</sup>

# CliftonStrengths® Discovery Cards

## Content on Each Card

### Insight Statements

The insight statements will help you to think more deeply about what behaviors are natural to you based on your dominant themes.

The presence of dominant talent in a theme will tell you something about:

- who you are **[I am]**
- what you might naturally do **[I will]**
- what you are likely to value **[I love/I dislike]**
- what you might bring or contribute **[I bring]**
- what you might need or require **[I need]**

### Metaphor

This section describes the theme using a metaphor, which provides an alternative way to understand the theme's essence.

# CliftonStrengths® Domains

CliftonStrengths is the code that cracks open people's awareness of their unique talents. It enables people to see themselves in a new way — as individuals with powerful talents in particular areas. While each CliftonStrengths theme has its own power and edge, four distinct theme domains have emerged from Gallup's research: **Executing**, **Influencing**, **Relationship Building** and **Strategic Thinking**.

These domains shed additional light on how individuals contribute to groups or teams. They may appear to be general, especially when compared with the specific CliftonStrengths themes, but these domains are useful for thinking about how talents affect others.

The domains serve as a framework to help individuals see their powerful contributions to groups or teams, how they work with others, and how they get work done.

# CliftonStrengths® Domains

The themes in this deck are color-coded according to these CliftonStrengths domains:

## Executing

Achiever  
Arranger  
Belief  
Consistency  
Deliberative  
Discipline  
Focus  
Responsibility  
Restorative

## Influencing

Activator  
Command  
Communication  
Competition  
Maximizer  
Self-Assurance  
Significance  
Woo

## Relationship Building

Adaptability  
Connectedness  
Developer  
Empathy  
Harmony  
Includer  
Individualization  
Positivity  
Relator

## Strategic Thinking

Analytical  
Context  
Futuristic  
Ideation  
Input  
Intellection  
Learner  
Strategic

# CliftonStrengths® Domains Defined

**Executing:** People with dominant Executing themes know how to “catch” an idea and make it a reality.

**Influencing:** People with dominant Influencing themes know how to take charge, speak up and make sure others are heard.

**Relationship Building:** People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.

**Strategic Thinking:** People with dominant Strategic Thinking themes can help individuals absorb and analyze information that can inform better decisions.

# More Ways to Use Your CliftonStrengths® Discovery Cards

There are numerous ways to use the CliftonStrengths Discovery Cards to enhance your understanding of the 34 talent themes, including the following:

## **Focus on You**

Review the Discovery Cards for your dominant talents to prompt yourself to use them daily. Read the cards to remind yourself how to use and nurture your talents to help you achieve your goals. Pick one theme per month to focus on. To help guide your decisions, relationships and contributions, refer to the cards for insights into your talents.

## **Focus on Others**

Use the Discovery Cards to enhance your understanding of the 34 themes — think of them as flash cards that can help you understand the uniqueness of each theme and the differences between themes. Select a theme to read more about to deepen your understanding. Refer to the cards to help you notice moments when others use their talents, and praise them for it. Be a talent scout. When you see people using their talents to be successful, tell them about it. Celebrate their talents and successes.

## **Smart Partnerships**

Refer to the Discovery Cards to identify talents that you need in complementary partners. As you prepare to collaborate with another person, use the cards to learn more about that individual's top themes and consider how you can best use his or her natural talents. Think about what talents and strengths you and your partner bring to the partnership that make you valuable contributors and partners.



## EXECUTING

People exceptionally talented in the Achiever theme work hard and possess a great deal of stamina. They take immense satisfaction in being busy and productive.

**I am** a hard worker

**I will** set the pace for production

**I love** completing tasks

**I dislike** a lack of diligence

**I bring** intensity and stamina of effort

**I need** freedom to work at my own pace

### Metaphor

Completing a race, getting to the finish line



# Activator<sup>®</sup>

## INFLUENCING

People exceptionally talented in the Activator theme can make things happen by turning thoughts into action. They want to do things now, rather than simply talk about them.

**I am** impatient with inactivity

**I will** create momentum

**I love** initiation, instigation

**I dislike** waiting, wasting time

**I bring** a catalytic sense of urgency

**I need** less discussion, more action

### **Metaphor**

Getting out of the blocks quickly

# Adaptability<sup>®</sup>

## RELATIONSHIP BUILDING

People exceptionally talented in the Adaptability theme prefer to go with the flow. They tend to be “now” people who take things as they come and discover the future one day at a time.

**I am** a here-and-now person

**I will** react with immediacy to the immediate

**I love** spontaneity

**I dislike** predictability

**I bring** a willingness to follow the lead of change

**I need** present pressures that demand an immediate response

### Metaphor

Like a river, go with the flow



# Analytical<sup>®</sup>

## STRATEGIC THINKING

People exceptionally talented in the Analytical theme search for reasons and causes. They have the ability to think about all of the factors that might affect a situation.

**I am** logical and objective in approach

**I will** find simplicity in the midst of complexity

**I love** data and facts

**I dislike** things that are not or cannot be proven

**I bring** dispassionate thinking to emotional issues

**I need** time to think

### **Metaphor**

A reduction — boiling down to essence

# Arranger<sup>®</sup>

## EXECUTING

People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.

**I am** comfortable with lots of moving parts

**I will** work effectively and efficiently through others

**I love** initiating and managing necessary change

**I dislike** resistance to necessary change

**I bring** flexibility and interactivity

**I need** a dynamic environment

### **Metaphor**

A maestro, a coordinator



## EXECUTING

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

**I am** passionate, uncompromising about core values

**I will** make sacrifices for things that are important

**I love** altruism

**I dislike** anything that does not mesh or align with my beliefs

**I bring** stability, clarity, conviction

**I need** a cause or purpose for which to live

### Metaphor

Missionary for some idea



INFLUENCING

People exceptionally talented in the Command theme have presence. They can take control of a situation and make decisions.

**I am** direct and decisive

**I will** push back when pushed

**I love** exerting control in situations that seem out of control

**I dislike** passivity and avoidance

**I bring** emotional clarity

**I need** challenges and conflicts

### **Metaphor**

Comfortable in the driver's seat



# Communication<sup>®</sup>

## INFLUENCING

People exceptionally talented in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

**I am** verbally expressive

**I will** connect with others through words

**I love** stories and storytellers

**I dislike** experience without expression

**I bring** attention to messages that must be heard

**I need** a sounding board, an audience

### Metaphor

Silence is not golden



# Competition<sup>®</sup>

## INFLUENCING

People exceptionally talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

**I am** aware of my competitors

**I will** strive to win

**I love** a chance to go against the best

**I dislike** coming in second

**I bring** an aspiration to be the best

**I need** peers for comparison and motivation

### Metaphor

No consolation prizes — the gold medal is the only medal



# Connectedness<sup>®</sup>

RELATIONSHIP BUILDING

People exceptionally talented in the Connectedness theme have faith in the links among all things. They believe there are few coincidences and that almost every event has meaning.

**I am** incredibly aware of the borderless and timeless human family

**I will** integrate parts into wholes

**I love** circles of life and threads of continuity

**I dislike** an “us vs. them” mentality

**I bring** an appreciation of the mystery and wonder of life and all creation

**I need** to be part of something bigger than myself: a family, a team, an organization, a global community

## Metaphor

Person as body, mind and spirit

# Consistency<sup>®</sup>

## EXECUTING

People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They crave stable routines and clear rules and procedures that everyone can follow.

**I am** more interested in group needs than individual wants

**I will** reduce variance and increase uniformity

**I love** repeating things in the exact same way

**I dislike** unnecessary customization

**I bring** rules and policies that promote cultural predictability

**I need** standard operating procedures

### **Metaphor**

The beauty and efficiency of a consistent golf swing



## STRATEGIC THINKING

People exceptionally talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.

**I am** appreciative of my predecessors and prior events

**I will** remember important history

**I love** the retrospective

**I dislike** when the past is forgotten

**I bring** accurate memories and valuable memorabilia

**I need** relevant background for discussions and decisions

### Metaphor

Rearview mirror — essential for safe driving

# Deliberative®

## EXECUTING

People exceptionally talented in the Deliberative theme are best described by the serious care they take in making decisions or choices. They anticipate obstacles.

**I am** a vigilant observer of potential risk

**I will** anticipate things that could go wrong

**I love** restraint and caution in the face of risk

**I dislike** a rush to judgment

**I bring** a thorough and conscientious approach

**I need** time to listen and think before being expected to speak

### Metaphor

An ounce of prevention is worth a pound of cure; a jury must deliberate before there is a verdict

# Developer®

## RELATIONSHIP BUILDING

People exceptionally talented in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from evidence of progress.

**I am** patient with the inexperienced and unseasoned

**I will** get satisfaction from the growth of others

**I love** human potential and progress

**I dislike** wasted or unrealized potential

**I bring** a commitment — time and energy — to human growth

**I need** someone to invest in

### **Metaphor**

A parent's patience with a baby learning to walk

# Discipline®

## EXECUTING

People exceptionally talented in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

**I am** an efficient manager of limited resources

**I will** plan in advance and then follow the plan

**I love** things that are organized and orderly

**I dislike** chaos and confusion and flying by the seat of one's pants

**I bring** precision and detail orientation

**I need** a structured and organized environment

### **Metaphor**

Having one's ducks in a row



RELATIONSHIP BUILDING

People exceptionally talented in the Empathy theme can sense other people's feelings by imagining themselves in others' lives or situations.

**I am** an emotional person

**I will** make the visceral explicit

**I love** the gladness, sadness, madness of humanity

**I dislike** those things that block or limit emotional expression

**I bring** emotional intelligence

**I need** freedom to laugh, cry, vent

### **Metaphor**

People's affect will often determine their effect



## EXECUTING

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

**I am** intensely and intentionally single-minded

**I will** persevere until the goal is reached

**I love** to begin with the end in mind

**I dislike** going off on misdirected tangents

**I bring** clarity through concentration and direction

**I need** a goal to establish priorities

### Metaphor

"In the zone"



## STRATEGIC THINKING

People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.

**I am** fascinated with tomorrow

**I will** anticipate and imagine what could or should be

**I love** the inspiration that comes from dreaming

**I dislike** contentment with the status quo

**I bring** previews, predictions, forecasts

**I need** opportunities to talk about the foreseen future

### Metaphor

Visionary



RELATIONSHIP BUILDING

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

**I am** calm, even-keeled

**I will** seek to eliminate the waste of emotional energy

**I love** the sacrifice of personal agendas to facilitate group performance

**I dislike** negative effects of friction

**I bring** a peace-loving, conflict-resistant approach

**I need** areas of agreement, common ground

### **Metaphor**

Smoothing ruffled feathers



## STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

**I am** unaffected by the ambiguity and risk of innovation

**I will** think outside the box

**I love** coming up with something brand new

**I dislike** doing what we have always done

**I bring** new and fresh perspectives

**I need** freedom to explore possibilities without restraints or limits

### Metaphor

Creativity of an artist, blank canvas or page, lump of clay



## RELATIONSHIP BUILDING

People exceptionally talented in the Includer theme accept others. They show awareness of those who feel left out and make an effort to include them.

**I am** aware of exclusion and understand its repercussions

**I will** shrink the gap between the haves and have-nots

**I love** assimilation and integration

**I dislike** cliques

**I bring** a high level of tolerance with an acceptance of diversity

**I need** room for everyone

### **Metaphor**

Cliques are breeding grounds for clichéd thinking

# Individualization<sup>®</sup>

## RELATIONSHIP BUILDING

People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.

**I am** a customizer

**I will** see the potential in human diversity rather than its problem

**I love** people getting to do what they do best

**I dislike** a one-size-fits-all approach

**I bring** an understanding of people that is valuable for placement

**I need** individual expectations that are created to fit a person

### **Metaphor**

Casting director — uses intelligence about people



## STRATEGIC THINKING

People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information, ideas, artifacts or even relationships.

**I am** utilitarian resource collector

**I will** hang on to things that could be helpful resources for others

**I love** to provide relevant and tangible help

**I dislike** not having things that would be useful to others

**I bring** tangible tools that can facilitate growth and performance

**I need** space to store the resources I naturally acquire

### Metaphor

Sponge — absorbent (input) dispenser (output)

# Intellection®

## STRATEGIC THINKING

People exceptionally talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

**I am** conceptual, deep, solitary

**I will** see thinking as synonymous with doing

**I love** the theoretical because it is the precursor to the practical

**I dislike** a thoughtless approach to anything

**I bring** depth of understanding and wisdom

**I need** time for reflection and meditation

### Metaphor

Drilling deep, plumbing the depths



## STRATEGIC THINKING

People exceptionally talented in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites them.

**I am** one who enjoys the experience of being a learner

**I will** follow the things that interest me

**I love** to live on the frontier/the cutting edge

**I dislike** knowing it all and know-it-alls

**I bring** a learning perspective

**I need** exposure to new information and experiences

### Metaphor

Yes to learning curves, no to learning plateaus



INFLUENCING

People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

**I am** committed to excellence

**I will** focus on what is strong and manage what is weak

**I love** a maximum return on investments

**I dislike** an obsession with weakness fixing

**I bring** a quality orientation

**I need** quality to be valued as much as quantity

### **Metaphor**

Good to great and good, better, best



RELATIONSHIP BUILDING

People exceptionally talented in the Positivity theme have contagious enthusiasm. They are upbeat and can get others excited about what they are going to do.

**I am** optimistic, hopeful, fun-loving

**I will** lift and lighten emotional environments

**I love** living life to its fullest

**I dislike** negative people who drain the life out of others

**I bring** contagious energy and enthusiasm

**I need** freedom to experience the joy and drama of life

### **Metaphor**

Glass is half full, not half empty



## RELATIONSHIP BUILDING

People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.

**I am** genuine and authentic

**I will** get to know more about the people closest to me

**I love** close, caring, mutual relationships

**I dislike** the initial social discomfort of meeting someone new

**I bring** social depth and transparency

**I need** time and opportunities for one-on-one interactions

### Metaphor

Knowing and being known by friends

# Responsibility®

## EXECUTING

People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

**I am** someone others often trust to get things done

**I will** keep promises and follow through on commitments

**I love** the respect of others

**I dislike** disappointing others and being disappointed by others

**I bring** dependability and loyalty

**I need** freedom to take ownership

### Metaphor

Serious owner — not disinterested renter

# Restorative™

## EXECUTING

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

**I am** not intimidated by points of pain or dysfunction

**I will** look for the bug in the system, diagnose what ails

**I love** finding solutions

**I dislike** the idea that problems will disappear if they are ignored

**I bring** courage and creativity to problematic situations

**I need** problems that must be solved

### **Metaphor**

Medical model



# Self-Assurance<sup>®</sup>

## INFLUENCING

People exceptionally talented in the Self-Assurance theme feel confident in their ability to take risks and manage their own lives. They have an inner compass that gives them certainty in their decisions.

**I am** internally confident in the midst of external uncertainty

**I will** seek to exert influence rather than be influenced

**I love** being in control of my own destiny

**I dislike** others telling me what to do

**I bring** a willingness to take necessary risks

**I need** freedom to act unilaterally and independently

### Metaphor

Internal compass, marches to beat of different drum



INFLUENCING

People exceptionally talented in the Significance theme want to make a big impact. They are independent and prioritize projects based on how much influence they will have on their organization or people around them.

**I am** interested in being seen as significant so that I can accomplish something significant

**I will** be motivated and influenced by the perceptions of others

**I love** associating with successful people

**I dislike** being invisible to or ignored by others

**I bring** a desire for wanting more

**I need** an appreciative audience that will bring out my best

### **Metaphor**

Natural performer who is comfortable with the visibility of center stage/bright lights



## STRATEGIC THINKING

People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

**I am** willing to consider all the possibilities so the best isn't missed

**I will** find the best route moving forward

**I love** seeing a way when others assume there is no way

**I dislike** doing things the way we have always done them

**I bring** creative anticipation, imagination, persistence

**I need** freedom to make midcourse corrections

### Metaphor

Great peripheral vision — can see the whole field



## INFLUENCING

People exceptionally talented in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with someone.

**I am** socially fast and outgoing

**I will** take the social initiative

**I love** meeting someone I haven't met before

**I dislike** a static or shrinking social network

**I bring** energy to social situations

**I need** social variability

### Metaphor

Hand-shaking politicians building their constituency