

# CliftonStrengths® Themes

## Achiever®

Your Achiever theme helps explain your drive. You feel as if every day starts at zero. Every day, you must achieve something to feel good about yourself. And by “every day,” you mean every single day — workdays, weekends, vacations. If a day passes without some form of achievement, no matter how small, you will feel frustrated and restless. You have a fire burning inside you. It pushes you to do more, to produce more. After each accomplishment, the fire dwindles for a moment, but it soon rekindles itself, pushing you toward the next accomplishment. Your relentless need for achievement might not be logical or even focused, but it will always be with you. You must learn to live with this whisper of discontent. It gives you the energy you need to work long hours without burning out. It is the jolt you can always count on to get started on new tasks and new challenges. It is the power supply you use to set the pace for yourself and others. Achiever is the theme that keeps you going.

## Activator®

“When can we start?” This is a recurring question in your life. You are impatient for action. You understand that analysis has its uses and that debate and discussion can yield valuable insights. But deep down, you know that the only way to make things happen is to take action. Only action delivers results. Others may worry about unknown details or pending decisions, but this doesn't slow you down. You must take the next step. Once you make a decision, you can't help but do something. You learn by doing. You take action, you evaluate the outcome, and what you learn informs your next step. You know you will be judged not by what you say or think, but by what you do.

## Adaptability®

You live in the moment. You don't see the future as a fixed destination. Instead, you see it as a place that you create out of the choices you make right now, one decision at a time. This doesn't mean you don't have plans. But because of your strong Adaptability, you respond willingly to the demands of the moment even if they pull you away from your plans. You are naturally composed and levelheaded, and you rarely get flustered. You don't resent sudden requests or unforeseen detours. You expect them. On some level, you look forward to them. Your ability to navigate change and respond quickly to uncertainty while remaining calm reassures others and builds confidence and stability during times of transition or confusion. You are, at heart, a flexible, unflappable person who can stay productive when the demands of work and life are pulling you in many different directions at once.

## Analytical®

Your Analytical theme challenges other people: “Prove it. Show me why what you are claiming is true.” You are a logical, objective and rigorous thinker. You trust data, numbers and facts because they have no agenda. Your mind understands them. So using data, you search for connections. You want to understand how certain patterns affect one another and how all the variables work together. Always looking for the truth, you peel the layers back until gradually, you reveal the root cause or causes. Others depend on your rigorous thinking to evaluate their ideas. With strong Analytical, you can be skeptical, and you will not be convinced until you see solid proof.

## Arranger®

You are a conductor. When faced with a complex situation involving many variables, you enjoy managing them all — aligning and realigning them until you are sure you have found the most productive configuration possible. In your mind, there is nothing special about what you are doing. You are simply trying to figure out the best way to get things done. Whether you are changing travel schedules at the last minute because of a better fare or considering just the right combination of people and resources to accomplish a new project, you are a shining example of effective flexibility. When confronted with the unexpected, some complain that plans cannot be changed, while others find comfort in existing rules or procedures. You don't do either. Instead, you jump into the confusion, devise new options, look for new paths of least resistance and figure out new partnerships — because after all, there might just be a better way.

## Belief

You have certain core values that are enduring. These values vary from one person to another, but typically, having strong Belief causes you to be altruistic, even spiritual, and to value responsibility and high ethics — both in yourself and others. These core values give your life meaning and satisfaction, and they affect your behaviors and decisions. Your values give you direction and guide you through the temptations and distractions of life toward a consistent set of priorities. This consistency is the foundation for all your relationships. Your Belief makes you easy to trust. Your friends call you dependable. They know where you stand. In your view, success is more than money and prestige. Guided by your Belief theme, your work must be meaningful and fit with your values; it must matter to you. And it will matter only if it gives you the chance to live out your values.

## Command

Command leads you to take charge. Unlike some people, you feel no discomfort imposing your views on others. On the contrary, once you form your opinion, you need to share it with others. Once you set a goal, you feel restless until you have aligned others with you. You are not afraid of confrontation; rather, you believe that confrontation is the first step toward resolution. Others may avoid facing up to life's unpleasantness, but you feel compelled to present the truth, no matter how unpleasant it may be. You need things to be clear between people, and you challenge others to be realistic and honest. You push them to take risks. You may even intimidate them. And while some may resent this and consider you opinionated, they often willingly hand you the reins. People are drawn to those who take a stand and who can persuade them to move in a certain direction. Because of your talents, people will be drawn to you. You have presence. You have Command.

## Communication

You have a natural ability to explain, describe, speak in public and write. You need to bring ideas to life — to energize them, to make them exciting and vivid. Using the power of words, you animate ideas with images, examples and metaphors. You create compelling stories and practice telling them. You believe that most people have a very short attention span because they are constantly bombarded with information. But you want to direct their attention toward you, capture it and lock it in. You want your message to survive. This is what drives your hunt for the perfect phrase. This is what draws you to dramatic language and powerful word combinations. This is why people like to listen to you. Your words grab their interest, sharpen their world and inspire them.

## Competition

Competition is rooted in comparison. When you look at the world, you are instinctively aware of other people's performance. It is your ultimate benchmark. No matter how hard you try, no matter how worthy your intentions, if you reach your goal but do not outperform your peers, the achievement feels hollow. You like measurement because it makes it easier to compare. If you can compare, you can compete. If you can compete, you can win. And when you win, there is no feeling quite like it. You like other competitors because they invigorate you. You like contests because they must produce a winner. You particularly like contests when you know you have an advantage, and you will avoid contests when winning seems unlikely. You don't compete for the fun of competing — you compete to win.

## Connectedness

Things happen for a reason — you feel it deep in your soul. You know we're all connected in some way. Yes, we have free will, and we're responsible for our own choices. But even so, we're part of something much bigger. You're certain of the oneness of humanity. Some might call it the collective unconscious, spirit or life force. Whatever words resonate with you, understanding that we're not isolated from one another gives you strength — and it comes with certain responsibilities. If we're all part of a greater whole, then hurting others ultimately means hurting ourselves. Exploiting our communities means exploiting ourselves. These beliefs shape your values. You are considerate, caring and accepting. You build bridges between people from different cultures and backgrounds. You reassure others that there's a purpose beyond the routine of daily life. The details of your faith may be influenced by your upbringing and culture, but your faith is steadfast nonetheless. It sustains you and helps you navigate the mysteries of life with confidence and grace.

<b>Consistency®</b>	Fairness, balance and predictability are important to you. You are keenly aware of the need to treat all people the same. When someone misses out on opportunities because of circumstances they can't control — or if they have an unfair advantage because of their connections or their background — this truly offends you. You are a guardian against inequity and favoritism. You believe that people function best in a consistent environment with clear rules that apply to everyone equally. These routines and rules comfort you because they support your need for fairness and predictability — and give each person the same chance to participate and show their worth.
<b>Context®</b>	You look back — because that is where the answers lie. You look to the past to make sense of the present. Faced with new people and new situations, it will take you a little time to orient yourself. Until you understand the history and underlying structure of something, you might see the present as an unstable, confusing clamor of competing voices. But when you look back, your mind sees original plans, initial intentions and lessons learned. Knowing this history brings you confidence. You make better decisions because you know what has — and hasn't — worked in the past. You become a better partner because you appreciate how your colleagues became who they are. And counterintuitively, you become wiser about the future because you won't repeat the mistakes of the past.
<b>Deliberative®</b>	You are a careful and vigilant person who approaches life with a certain reserve. You know that the world is an unpredictable place. Even when everything seems in order, beneath the surface, you sense many risks. Rather than ignoring these risks, you identify, assess and reduce each one. You like to plan ahead so you can anticipate what might go wrong. You select your friends cautiously and keep your opinions to yourself about personal matters. You are careful not to give too much praise and recognition. For you, life is not a popularity contest. While you might think others make decisions quickly and recklessly, you trust your naturally good judgment. You identify dangers, weigh their impact and move forward carefully.
<b>Developer®</b>	You see potential in people, and this draws you to them. In your view, no individual is fully formed. On the contrary, each person is a work in progress and full of possibilities. You want other people to succeed, so you look for ways to challenge them and help them grow. And all the while, you are on the lookout for signs of growth in others — a slight improvement in a skill, a behavior learned or modified, a glimpse of excellence. For you, these small increments — invisible to some — are proof of someone beginning to realize their potential. These signs of growth in others are your fuel. They bring you strength and satisfaction. Others will come to you for help and encouragement — not only because you have Developer talent, but because they know that helping others is genuinely fulfilling for you.
<b>Discipline®</b>	Your life needs to be predictable, ordered and planned. You instinctively impose structure on your world by setting up routines and focusing on timelines and deadlines. You break long-term projects into specific short-term plans, and you work through each plan diligently. You are not necessarily neat and clean, but you do crave precision. Faced with the messiness of life, you want to feel in control. Routines, timelines and structure all help create that feeling of control. Your dislike of surprises, your impatience with errors, your routines and your attention to detail aren't controlling behaviors that limit you and others. Rather, they are your instinctive method for maintaining progress and productivity in the face of life's many distractions.

<b>Empathy®</b>	You can sense the emotions of those around you. Intuitively, you feel what they are feeling as though their feelings are your own. You do not necessarily agree with each person's perspective, feel pity for their predicament or condone their choices, but you do understand. This instinctive ability to understand is powerful. You hear the unasked questions. You anticipate the needs. When people struggle to express their feelings — to themselves and to others — you seem to find the right words and the right tone. You give voice to their emotions. For all these reasons, people are drawn to you.
<b>Focus®</b>	"Where am I headed?" You ask yourself this every day. Without a clear destination, your life and your work can quickly become frustrating. So you set goals that serve as your compass, helping you determine priorities and make corrections to stay on course. Your Focus compels you to filter — to instinctively evaluate if a particular action will help you move toward your goal. If it doesn't, you ignore it. You are efficient. You can become impatient with delays, obstacles and tangents. In your mind, if something is not helping you move toward your destination, then it is not important. And if it is not important, then it is not worth your time. You keep everyone on point.
<b>Futuristic®</b>	You live for the future. Often, you are already there. You are a dreamer who loves to peer over the horizon. As if it were projected on the wall, you see in detail what the future might hold, and it keeps pulling you forward into tomorrow. While exactly what you see depends on your other strengths and interests — a better product, a better team, a better life or a better world — it will always inspire you. When the present is too frustrating, your visions of the future energize you. They can energize others too. When you describe the possibilities and potential you see to other people, be as vivid as possible. Your forward-looking ideas can inspire them. People are drawn to the hope you bring.
<b>Harmony®</b>	You look for areas of agreement. In your view, there is little to gain from conflict and friction, so you try to keep them to a minimum. Always looking for common ground, you steer people with different views away from confrontation and toward consensus. When others strongly express their fervently held beliefs, claims and opinions, you hold your peace. When others make a decision, you instinctively modify your objectives to merge with theirs, as long as their values do not clash with yours. When others are locked in disagreement, you can help unlock them. You can't quite believe how much time people waste trying to impose their views on others. You have no use for unnecessary arguments. Instead, you know that focusing on practical matters that everyone can agree on is more productive.
<b>Ideation®</b>	You are fascinated by ideas. When you discover an elegantly simple explanation for a complex situation, you are delighted. With a mind that is always looking for connections, you are intrigued when seemingly unrelated events or circumstances are somehow linked to each other. You take the world we know and turn it around so we can see it from a new perspective. You love ideas because they explain, because they clarify, because they connect and because they challenge you to reimagine the familiar. For all these reasons, you get a jolt of energy whenever a new idea occurs to you.
<b>Includer®</b>	"Stretch the circle wider." This is your philosophy. As an instinctively accepting person, you hate the idea of someone being ignored or on the outside looking in. You want to include people and make them feel like they are part of the group. While some are drawn to exclusive clubs or cliques, you avoid groups that prohibit some people from joining. You welcome what people have to say without judgment regardless of their status, race, sex, nationality or faith. Your kindness and inclusive nature are rooted in the belief that people should respect differences and that fundamentally, we all have value and deserve to be included.

<b>Individualization®</b>	You are intrigued by the unique qualities of each person. Generalizations and stereotypes frustrate you because they obscure people's distinct characteristics. You instinctively focus on the differences between individuals. You want to understand people and figure out why they do what they do. You observe each person's style, motivation, how they think and how they build relationships because you are fascinated with the cause and effect of human behavior. Your Individualization explains why you pick just the right birthday gift for your friends and why you know that one person prefers praise in public while another detests it. As a keen observer of people, you know how to draw out the best in everyone. While some search for the perfect team structure or process, you know that the secret to a productive team is everyone using their unique strengths to do what they do best every day.
<b>Input®</b>	You are inquisitive. You collect things. You might collect information — facts, books or quotations — or you might collect tangible objects. Whatever it is, you collect it because it interests you. And you find so many things interesting. The world is exciting because of its infinite variety and complexity. When you read, it is not necessarily to refine your theories, but to add information to your archives. When you travel, each new location offers new souvenirs and facts that you can acquire and store away. Why are they worth saving? You might not know exactly when or why you will need them, but with so many possible uses, you don't feel comfortable throwing anything away. So you keep acquiring and compiling. It keeps your mind fresh. Perhaps one day, some of it will be valuable.
<b>Intellection®</b>	You like to think. You like exercising the “muscles” of your brain, stretching them in multiple directions. Your need for mental activity may be focused. For example, you might be trying to solve a problem, develop an idea or understand another person's actions. Sometimes, you may think about practical matters such as the events of the day or a conversation you plan to have. The exact focus will depend on your other strengths. There might be times when your mental activity lacks focus. Intellection does not dictate what you think about, just that you like to think. You are introspective, and you enjoy time alone to reflect. You are your own best companion as you ask yourself questions and experiment with answers to see how they sound. This musing will always be a natural part of your life.
<b>Learner®</b>	You love to learn. The subjects that interest you most will depend on your other themes and experiences, but you will always be drawn to learning. The process of learning, more than the content or the result, is especially exciting for you. The steady progression from ignorance to competence energizes you — the thrill of the first few facts, the early efforts to recite or practice what you have learned, the growing confidence of a skill mastered. You love to engage in new experiences. For example, exploring new activities or fields of study might energize you. You thrive in dynamic environments where you can learn a lot about a new subject in a short period of time and then move on. You do not necessarily want to become the subject matter expert or earn a professional or academic credential. For you, the outcome is less significant than the journey.
<b>Maximizer®</b>	“Can we make this better?” Excellence, not average, is your standard. For you, taking something from mediocre to good requires a great deal of effort and is not very rewarding. However, transforming something good into something great takes just as much effort but is far more thrilling. Strengths, your own and other people's, fascinate you. You instinctively notice the signs of a potential strength — a glimpse of natural excellence, rapid learning or a skill mastered. When you see these clues, you are compelled to nurture, refine and push them toward excellence. You are drawn to others who have cultivated their strengths. Likewise, you prefer to spend time with people who appreciate your unique strengths and avoid those who want to fix you or make you well-rounded. You don't want to waste your life focusing on your weaknesses. You want to capitalize on what you're best at. It's more productive and a lot more fun.

<b>Positivity®</b>	You are generous with praise, quick to smile and have a naturally positive outlook. People want to be around you because your enthusiasm is contagious, and you make their world look better. Those who don't have your optimism sometimes find their world dull with repetition or heavy with pressure when bad things happen. You find a way to reassure them and lighten their spirit. You bring positive energy to every project, celebrate every achievement and find ways to make everything more exciting. Some cynics may reject your optimism, but you are rarely dragged down. Your Positivity won't allow it. You believe that it is good to be alive, work can be fun and no matter what the setbacks, everything will be OK.
<b>Relator®</b>	Relator describes how you develop and maintain relationships. As a Relator, you gravitate toward people you already know and trust. You do not necessarily shy away from meeting new people, but you do derive a great deal of pleasure and strength from being around your closest friends. For you, a relationship has value only if it is genuine. Once you make a meaningful connection with someone, you actively nurture the relationship to make it stronger and deeper. You want to understand the other person's feelings, their goals, their fears and their dreams, and you want them to understand yours. You know that this kind of closeness might make you vulnerable and put you at risk, but you are willing to take that risk. The more you share with each other, the more you risk together. The more you risk together, the more each of you proves you genuinely care.
<b>Responsibility®</b>	You take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it. If for some reason you cannot deliver, apologies are not enough. Excuses and rationalizations are unacceptable. You will not quite be able to live with yourself until you have made restitution. Your conscientiousness, your obsession for doing things right and your impeccable ethics combine to create your reputation: utterly dependable. When people come to you for help — and they will — you must be selective. Your willingness to volunteer may sometimes cause you to take on more than you should.
<b>Restorative™</b>	You love to solve problems. Some people are discouraged by setbacks and breakdowns, but you are energized by them. You enjoy the challenge of analyzing the symptoms, identifying what is wrong and finding the solution. You may prefer practical problems or conceptual ones or personal ones. You may seek out specific kinds of problems that you have seen before and that you are confident you can fix. Or you may feel the greatest thrill when faced with complex, unfamiliar problems. It is a wonderful feeling for you to restore something to its true glory, to bring it back to life. Intuitively, you know that without your intervention, this thing — this machine, this technique, this company — might have ceased to function. You fixed it, resuscitated it, rekindled its vitality. You saved it.
<b>Self-Assurance®</b>	Self-Assurance is similar to self-confidence. You have faith in your strengths, and you own your decisions. You know that you are able to take risks, to meet new challenges, to stake claims and, most important, to deliver. You push your own limits and look for challenges, confident you will conquer them. But Self-Assurance is more than self-confidence. Not only are you sure about your strengths and abilities, you also trust your judgment. When you look at the world, you know that your perspective is unique. You know that no one can make decisions for you because no one sees exactly what you see. No one can tell you what to think. They can guide. They can suggest. But you alone have the conviction to make decisions and act. Unlike some, you are not easily swayed by others' arguments, no matter how persuasive they may be.

### **Significance®**

You want other people to see you as significant. You want to be heard, to stand out, to be known and appreciated — especially for your unique strengths. You need others to admire you as credible, professional and successful. Likewise, you want to associate with others who are credible, professional and successful. If they aren't, you will push them until they are — or you will move on. As an independent spirit, you want your work to be a way of life rather than a job, and you want the freedom to do things your way. Your yearnings are intense, and your life is filled with goals, achievements or qualifications you crave. Whatever your focus, your Significance theme will keep pulling you upward, away from the mediocre toward the exceptional. It is the theme that keeps you reaching.

### **Strategic®**

You have the natural ability to sort through clutter and find the best way forward. This distinct way of thinking cannot be taught. You see patterns where others see complexity. Mindful of these patterns, you play out alternative scenarios, always asking, "What if this happened? OK, then what if this happened?" This recurring question helps you visualize and evaluate potential obstacles and possibilities. Guided by where you see each path leading, you start to make selections. You discard the paths that lead nowhere. You discard the paths that lead straight into resistance. You discard the paths that lead into a fog of confusion. You continually assess and make selections until you arrive at your chosen path — your strategy.

### **Woo®**

Woo stands for winning others over. You enjoy the challenge of meeting new people and getting them to like you. Strangers rarely intimidate you. On the contrary, strangers can be energizing. You are drawn to them. You want to learn their names, ask them questions and find areas of common interest so you can build rapport. Some people shy away from initiating conversations because they worry about running out of things to say. You don't. Not only are you rarely at a loss for words, but you love introducing yourself and making a connection. Once the connection is made, you are quite happy to move on. There are new people to meet, new rooms to work, new crowds to mingle in. In your world, there are no strangers, only friends you haven't met yet — lots of them.