



STRENGTHS FINDER

2.0

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StrengthsFinder 2.0 Report

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Your Top 5 Themes

Achiever
Discipline
Harmony
Communication
Analytical

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

Achiever

Shared Theme Description

People who are especially talented in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you sometimes find that your capacity for using common sense or reason gives you an edge -- that is, an advantage -- over some people in certain situations. Perhaps you motivate yourself to use your brainpower to accomplish more or do better work than you ever have. Driven by your talents, you sometimes derive particular satisfaction from doing things that benefit others. You might work as industriously on big projects as you do on everyday chores. It's very likely that you sometimes engage in academic pursuits for extended periods of time. You may be less inclined than some people to join a study group to absorb new information or reinforce what you already know. By nature, you sometimes expend energy helping people embrace their accomplishments or revel in their successes. Perhaps you acknowledge their ability to attain wealth, be elevated to celebrity status, maintain health, win honors, earn bonuses, reach goals, or gain power. Because of your strengths, you might spend considerable time examining the details underpinning an idea. Rather than rush through your research, perhaps you stick with it until you are convinced everything makes sense.

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?

Discipline

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

By nature, you conduct yourself in an exceptionally mature and orderly fashion even when your teammates, classmates, friends, coworkers, and colleagues are acting childish. Because of your strengths, you occasionally use reason to predict what you need to do before certain meetings. Perhaps your methodical style allows you to anticipate material you might be called on to present or questions you may be required to answer. Not wanting to miss an opportunity, you may generate your own list of topics, agenda items, tasks, or questions. If a lot is at stake, maybe you complete some extra research before the group convenes. Instinctively, you may impress others as well-versed in a certain subject. Maybe you have invested time acquiring the sophisticated or technical vocabulary used by experts. When your teammates hear you speak or read your writing, some assume you know more than they do. Occasionally this is the case. Specific people may allow you to run meetings, make decisions, or solve problems. Sometimes they just step back and let you take charge. Driven by your talents, you sometimes rely on your own high standards or methodical routines to ensure that certain details are properly handled. If you can conquer specific obstacles, perhaps you feel convinced most things are being done correctly, accurately, and precisely. Chances are good that you sometimes make sure that certain parts, pieces, or details are in their proper places at the proper times for the proper reasons. You might devise some rules or procedures so anyone can produce results similar to your own over and over again. When people are involved with you in an activity, perhaps you insist that they, too, follow the steps you have mapped so carefully. Certain individuals who use your methods for handling repetitious tasks may appreciate your efforts. Some nonconformists, who do things their own way or try new ways, might annoy you if their actions interfere with someone else's ability to do things right.

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?

Harmony

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Because of your strengths, you may be happy to do exactly what is assigned to you, as long as you sense that you are not being asked to carry more than your fair share of the workload. Checking those tasks off your list may bring you much pleasure, and may help you get along with others who notice your close attention to the work required of you. Chances are good that you sometimes turn to knowledgeable and experienced individuals to help you pinpoint areas where you need to do something better. Perhaps you seek their counsel about personal or professional matters. You might trust that their answers are correct or that their solutions are feasible -- that is, doable and suitable. Instinctively, you occasionally exert physical effort or expend mental energy to attain certain kinds of goals. Finishing assignments by the end of the day may exhilarate you. You might carry your share of the workload as long as the tasks are evenly distributed among people. If you can control the quality or the quantity of your outcomes, you might thrive. Perhaps you perform better, faster, or more efficiently when you are free to work on your own. Driven by your talents, you periodically seek out experts when you need information or guidance to decide on a proper course of action. You might study the difficult-to-understand words used most frequently by these specialists. Armed with a new language, you may approach several individuals to discover when your ideas about what to do align with theirs. Perhaps your intent is to benefit from their expertise rather than argue that your approach is correct regardless of what they think. It's very likely that you may be good-natured and even-tempered in your dealings with individuals. Perhaps your friendly disposition causes people to feel comfortable in your presence. You might accept the differences and commonalities you find between yourself and others.

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?

Communication

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you may admit that you love to talk. Sometimes you use this gift to help people realize they are worthy and valuable. You might tell stories to illustrate some of their finest qualities or moments of excellence. Perhaps you feel successful when you can show particular people the qualities you see and appreciate in them. Instinctively, you sometimes feel confident talking about topics or activities you have mastered. Building on your natural abilities, you might acquire additional knowledge or skills. Perhaps you know what to say when the conversation centers on your particular areas of expertise. Driven by your talents, you might be able to keep a discussion or small talk moving when you are talking with someone you know on a personal level. By nature, you may be good talker. In certain situations, you might think of better ways to pose questions, change topics, launch serious discussions, engage in small talk, tell jokes, or describe experiences. It's very likely that you may be drawn to discussing issues and ideas with others. Perhaps you avoid or excuse yourself from situations where one person monopolizes the conversation.

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?

Analytical

Shared Theme Description

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

Your Personalized Strengths Insights

What makes you stand out?

Chances are good that you might quiet certain outspoken people with your quick or clever thinking. Perhaps you rely on facts and reason to support your ideas. Sometimes individuals choose to submit to whatever you tell them to do. This partially explains why only a few of them attempt to resist or ignore your orders. Maybe your mental agility overpowers some people who like to take charge. Instinctively, you may orchestrate things for some people. Perhaps you identify a reasonable set of steps they need to follow. You might know which plans can withstand rigorous examination. You might figure out which ones are sure to collapse under close scrutiny. Because of your strengths, you may rely on credible facts or objective data when you are faced with a difficult choice. Perhaps you refuse to act in haste. Occasionally you might ask for more time to examine the evidence or evaluate the situation before deciding on a course of action. Driven by your talents, you might be determined to produce flawless results. This may be one reason why you take time to understand how certain events, data, or bits of knowledge interrelate. Perhaps your results are more precise when you reason things through to an objective conclusion. By nature, you may be sought out for advice by individuals who appreciate your methodical thinking style. To some extent, your approach prevents people from being distracted by their own or someone else's emotions. Perhaps you help them concentrate on the facts more than on than their feelings.

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?

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

Achiever

Ideas for Action:

- Select jobs that allow you to have the leeway to work as hard as you want and in which you are encouraged to measure your own productivity. You will feel challenged and alive in these environments.
- As an achiever, you relish the feeling of being busy, yet you also need to know when you are "done." Attach timelines and measurement to goals so that effort leads to defined progress and tangible outcomes.
- Remember to build celebration and recognition into your life. Achievers tend to move on to the next challenge without acknowledging their successes. Counter this impulse by creating regular opportunities to enjoy your progress and accomplishments.
- Your drive for action might cause you to find meetings a bit boring. If that's the case, appeal to your Achiever talents by learning the objectives of each meeting ahead of time and by taking notes about progress toward those objectives during the meeting. You can help ensure that meetings are productive and efficient.
- Continue your education by attaining certifications in your area or specialty in addition to attending conferences and other programs. This will give you even more goals to achieve and will push your existing boundaries of accomplishment.
- You do not require much motivation from others. Take advantage of your self-motivation by setting challenging goals. Set a more demanding goal every time you finish a project.
- Partner with other hard workers. Share your goals with them so they can help you to get more done.
- Count personal achievements in your scoring "system." This will help you direct your Achiever talents toward family and friends as well as toward work.
- More work excites you. The prospect of what lies ahead is infinitely more motivating than what has been completed. Launch initiatives and new projects. Your seemingly endless reserve of energy will create enthusiasm and momentum.
- Make sure that in your eagerness to do more at work, you do not skimp on quality. Create measurable outcome standards to guarantee that increased productivity is matched by enhanced quality.

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.

Discipline

Ideas for Action:

- Don't hesitate to check as often as necessary to ensure that things are right. You feel an urge to do it anyway, and soon others will come to expect it from you.
- Accept that mistakes might depress you. Precision is a core part of who you are; however, you must find ways to move through these moments of annoyance to prevent becoming discouraged.
- Recognize that others may not be as disciplined as you are. More than likely, their clumsy process will frustrate you, so try to look beyond it, and focus on their results, not on their process.
- Exactitude is your forté; you enjoy poring over details. Seek opportunities to peruse contracts, important communications, or financial documents for errors. You can save yourself and others from making costly mistakes and looking foolish.
- Increasing efficiency is one of your hallmarks. You are a perfectionist at heart. Discover situations in which time or money is being wasted because of inefficiency, and create systems or procedures to improve efficiency.
- You not only create order, you probably also crave it in the form of a well-organized space. To completely free your Discipline talents, invest in furniture and organization systems that enable you to have "a place for everything and everything in its place."
- Timelines motivate you. When you have a task to complete, you like to know the deadline so you can plan your schedule accordingly. Apply your Discipline talents by outlining the step-by-step plan you will use. Others will appreciate your cues because they will help keep everyone "on task."
- Others may confuse your Discipline talents with rigidity. Help them understand that your discipline helps you pack more effectiveness into a day -- often because you prioritize your time. When working with others who are not as disciplined, ask them to clarify deadlines so you can adjust your workload to accommodate their requests.
- Seek out roles and responsibilities that have structure.
- Create routines that require you to systematically follow through. Over time, people will come to appreciate this kind of predictability.

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.

Harmony

Ideas for Action:

- Use your Harmony talents to build a network of people with differing perspectives. Rely on these people when you need expertise. Your openness to these differing perspectives will help you learn.
- When two people are arguing, ask others in the group to share their thoughts. By increasing the number of voices in the conversation, you are more likely to find areas where all parties can agree. You can draw people together.
- Avoid roles that will lead you to confront people on a daily basis. Sales roles based on "cold calls" or roles in highly competitive workplaces, for example, will frustrate or upset you.
- Practice your techniques for resolving conflict without confrontation. Without these polished techniques, you might find yourself simply running away from conflicts, leaving them unresolved. This could lead you to passive-aggressive behavior.
- Partner with someone especially talented in Command or Activator. When all your best efforts to resolve a conflict have met with no success, this person can help you confront it head-on.
- Create interactions and forums in which people feel like their opinions are truly being heard. In doing so, you will help others become more engaged in group projects and activities.
- Be aware that your attempts to create harmony by allowing everyone a turn to speak might actually create disharmony in some people. Individuals with exceptional Achiever talents, for example, may be anxious to make a decision and take action. Learn to briefly yet effectively communicate the value of listening.
- Understand that some may take advantage of your efforts to produce harmony. On occasion, when everyone is getting an opportunity to speak, some individuals might waste time positioning themselves or getting into lofty debates that have little relevance to the task at hand. At these times, do not hesitate to jump in and turn the conversation around to more practical matters. A balance between listening and efficiency is key to harmony.
- In discussions, look for the practical side of things. Help others see this practical side. It is the starting point of agreement.
- Deference comes naturally for you. You easily step aside when someone with superior expertise enters. Take the next step by inviting those with greater expertise to consult.

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.

Communication

Ideas for Action:

- You will always do well in roles that require you to capture people's attention. Think about a career in teaching, sales, marketing, ministry, or the media. Your Communication talents are likely to flourish in these areas.
- Start a collection of stories or phrases that resonate with you. For example, cut out magazine articles that move you, or write down powerful word combinations. Practice telling these stories or saying these words out loud, by yourself. Listen to yourself actually saying the words. Refine.
- When you are presenting, pay close attention to your audience. Watch their reactions to each part of your presentation. You will notice that some parts are especially engaging. Afterwards, take time to identify the moments that particularly caught the audience's attention. Draft your next presentation around these highlights.
- Practice. Improvisation has a certain appeal, but in general, an audience will respond best to a presenter who knows where he or she is headed. Counterintuitively, the more prepared you are, the more natural your improvisations will appear.
- Identify your most beneficial sounding boards and audiences -- the listeners who seem to bring out your best communication. Examine these individuals or groups to learn why you are so good when you speak with them or to them, and look for the same qualities in potential partners and audiences.
- Keep getting smarter about the words you use. They are a critical currency. Spend them wisely, and monitor their impact.
- Your Communication talents can be highly effective when your message has substance. Don't rely on your talents alone; take your communication to the level of strength by developing your knowledge and expertise in specific areas.
- You are gifted in fostering dialogue among peers and colleagues. Use your Communication talents to summarize the various points in a meeting and to build consensus by helping others see what they have in common.
- If you enjoy writing, consider publishing your work. If you enjoy public speaking, make a presentation at a professional meeting or convention. In either case, your Communication talents will serve to assist you in finding just the right way to frame your ideas and state your purpose. You delight in sharing your thoughts with others, so find the medium that best fits your voice and message.
- Volunteer for opportunities to present. You can become known as someone who helps people express their thoughts and ambitions in a captivating way.

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.

Analytical

Ideas for Action:

- Choose work in which you are paid to analyze data, find patterns, or organize ideas. For example, you might excel in marketing, financial, or medical research or in database management, editing, or risk management.
- Whatever your role, identify credible sources on which you can rely. You are at your best when you have well-researched sources of information and numbers to support your logic. For example, determine the most helpful books, websites, or publications that can serve as references.
- Your mind is constantly working and producing insightful analysis. Are others aware of that? Find the best way of expressing your thoughts: writing, one-on-one conversations, group discussions, perhaps lectures or presentations. Put value to your thoughts by communicating them.
- Make sure that your accumulation and analysis of information always leads to its application and implementation. If you don't do this naturally, find a partner who pushes you from theory to practice, from thinking to doing. This person will help ensure that your analysis doesn't turn into paralysis.
- Take an academic course that will expand your Analytical talents. Specifically, study people whose logic you admire.
- Volunteer your Analytical talents. You can be particularly helpful to those who are struggling to organize large quantities of data or having a hard time bringing structure to their ideas.
- Partner with someone with strong Activator talents. This person's impatience will move you more quickly through the analytical phase into the action phase.
- You may remain skeptical until you see solid proof. Your skepticism ensures validity, but others may take it personally. Help others realize that your skepticism is primarily about data, not people.
- Look for patterns in data. See if you can discern a motif, precedent, or relationship in scores or numbers. By connecting the dots in the data and inferring a causal link, you may be able to help others see these patterns.
- Help others understand that your analytical approach will often require data and other information to logically back up new ideas that they might suggest.

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.

Section III: Achievement

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

Achiever sounds like this:

Melanie K., ER nurse: "I have to rack up points every day to feel successful. Today I've been here only half an hour, but I've probably racked up thirty points already. I ordered equipment for the ER, I had equipment repaired, I had a meeting with my charge nurse, and I brainstormed with my secretary about improving our computerized logbook. So on my list of ninety things, I have thirty done already. I'm feeling pretty good about myself right now."

Ted S., salesperson: "Last year I was salesperson of the year out of my company's three hundred salespeople. It felt good for a day, but sure enough, later that week, it was as if it never happened. I was back at zero again. Sometimes I wish I wasn't an achiever because it can lead me away from a balanced life and toward obsession. I used to think I could change myself, but now I know I am just wired this way. This theme is truly a double-edged sword. It helps me achieve my goals, but on the other hand, I wish I could just turn it off and on at will. But, hey, I can't. I can manage it and avoid work obsession by focusing on achieving in all parts of my life, not just work."

Sara L., writer: "This theme is a weird one. First, it's good because you live in pursuit of the perpetual challenge. But in the second place, you never feel as though you've reached your goal. It can keep you running uphill at seventy miles an hour for your whole life. You never rest because there's always more to do. But, on balance, I think I would rather have it than not. I call it my 'divine restlessness,' and if it makes me feel as if I owe the present everything I have, then so be it. I can live with that."

Discipline sounds like this:

Les T., hospitality manager: "The turning point in my career was attending one of those time-management courses some years back. I was always disciplined, but the power grew when I learned how to use that discipline in an organized process every day. This little Palm Pilot means that I call my mom every Sunday rather than letting months go by without calling. It means I take my wife out for dinner every week without her asking. It means that my employees know that if I say I need to see something on Monday, I will be calling on Monday if I haven't seen it. This Palm Pilot is so much a part of my life that I have lengthened all of my pants pockets so that it fits right there on my hip."

Troy T., sales executive: "My filing system may not look that pretty, but it is very efficient. I write everything by hand because I know that no customer is going to see these files, so why waste time making them look pretty? My whole life as a salesperson is based on deadlines and follow-up. In my system, I keep track of everything so that I take responsibility not only for my deadlines and follow-up but for all of my customers' and colleagues' as well. If they haven't gotten back to me by the time they promised, they're going to receive an e-mail from me. In fact, I heard from one the other day who said, 'I may as well get back to you because I know you're going to call me if you haven't heard from me.'"

Diedre S., office manager: "I hate wasting time, so I make lists -- long lists that keep me on track. Today my list has ninety items on it, and I will get through ninety-five percent of them. And that's discipline because I don't let anybody waste my time. I am not rude, but I can let you know in a very tactful, humorous way that your time is up."

Harmony sounds like this:

Jane C., Benedictine nun: "I like people. I relate to them easily because I am very strong in adjustment. I take the shape of the vessel into which I am poured, so I don't irritate easily."

Chuck M., teacher: "I don't like conflict in class, but I have learned to let things run their course instead of trying to stop it right away. When I first started teaching, if someone said something negative, I would think, 'Oh, why did you have to say that?' and try to get rid of it right away. But now I simply try to get the opinion of someone else in the class so that perhaps we can have different points of view on the same topic."

Tom P., technician: "I can remember vividly when I was ten or eleven and some of the kids in my school would get into arguments. For some reason, I would feel compelled to get in the middle of things and find the common ground. I was the peacemaker."

Communication sounds like this:

Sheila K., general manager of a theme park: "Stories are the best way to make my point. Yesterday I wanted to show my executive committee the impact we can have on our guests, so I shared this story with them: One of our employees brought her father to the flag-raising ceremony we have for Veterans Day here at the theme park. He was disabled during World War II, and he now has a rare form of cancer and has had a lot of surgery. He's dying. At the start of the ceremony, one of our employees said to the group, 'This man is a World War II veteran. Can we give him a hand?' Everybody cheered, and his daughter started crying. Her dad took off his hat. He never takes off his hat because of the scars on his head from the war and the cancer surgery, but when the national anthem started, he took off his hat and bowed his head. His daughter told me later that it was the best day he's had in years."

Tom P., banking executive: "My most recent client thought that the flow of capital toward Internet stocks was just a passing phase. I tried using a rational argument to change his mind, but he couldn't or wouldn't be convinced. In the end, as I often do when faced with a client in denial, I resorted to imagery. I told him that he was like a person sitting on a beach with his back to the sea. The Internet was like a fast-rising tide. No matter how comfortable he felt right now, the tide was rising with each crashing wave, and very soon, one of those waves would come crashing down over his head and engulf him. He got the point."

Margret D., marketing director: "I once read a book about giving speeches that gave two suggestions: Talk only about things you're really passionate about, and always use personal examples. I immediately started doing that, and I found lots of stories because I have kids and grandkids and a husband. I build my stories around my personal experiences because everyone can relate to them."

Analytical sounds like this:

Jose G., school system administrator: "I have an innate ability to see structures, formats, and patterns before they exist. For instance, when people are talking about writing a grant proposal, while I'm listening to them, my brain instinctively processes the type of grants that are available and how the discussion fits into the eligibility, right down to the format of how the information can fit on the grant form in a clear and convincing way."

Jack T., human resources executive: "If I make a claim, I need to know that I can back it up with facts and logical thinking. For example, if someone says that our company is not paying as much as other companies, I always ask, 'Why do you say that?' If they say, 'Well, I saw an ad in the paper that offers graduates in mechanical engineering five grand more than we are paying,' I'll reply by asking, 'But where are these graduates going to work? Is their salary based on geography? What types of companies are they going for? Are they manufacturing companies like ours? And how many people are in their sample? Is it three people, and one of them got a really good deal, thus driving the overall average up?' There are many questions I need to ask to ensure that their claim is indeed a fact and not based on one misleading data point."

Leslie J., school principal: "Many times, there are inconsistencies in the performance of the same group of students from one year to the next. It's the same group of kids, but their scores are different year to year. How can this be? Which building are the kids in? How many of the kids have been enrolled for a full academic year? Which teachers were they assigned to, and what teaching styles were used by those teachers? I just love asking questions like these to understand what is truly happening."

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?