

CliftonStrengths® for Managers

Welcome to CliftonStrengths for Managers, the report that guides you through your unique talents and how you can use those talents to succeed in your role.

We designed this report to make your days easier, bring clarity to your role and strengthen your management practice.

Use this report to learn about your results and better understand what you naturally do best as a manager. Then, go implement the action items into your role responsibilities — starting today.

YOUR TOP 10 THEMES

1. Discipline

Create structure, and keep things organized.

2. Achiever

Bring intensity and effort to the most important areas of your life.

3. Futuristic

Share your visions of a better future.

4. Analytical

Use your logical, objective approach to make important decisions.

5. Command

Be ready to take charge when others waver.

6. Focus

Set specific goals with timelines to motivate yourself.

7. Relator

Connect deeply with the right people to gain friends for life.

8. Learner

Use your passion for learning to add value to your own and others' lives.

9. Activator

Be the catalyst. When others are stuck, make a decision and get going.

10. Self-Assurance

Trust your gut, and live life on your own terms.

Each Theme Fits Into a Leadership Domain

EXECUTING themes help you make things happen.

RELATIONSHIP BUILDING themes help you build strong relationships that hold a team together.

INFLUENCING themes help you take charge, speak up and make sure others are heard.

STRATEGIC THINKING themes help you absorb and analyze information that informs better decisions.

Better Management Starts Here



1. Discipline
2. Achiever
3. Futuristic
4. Analytical
5. Command
6. Focus
7. Relator
8. Learner
9. Activator
10. Self-Assurance

The role most critical for success in any organization is that of a manager. Your role is essential — and challenging — and we know that the best way to *lead confidently* and *lead well* is to lead with your strengths.

Your distinct CliftonStrengths profile sets you apart from every other manager. Above is your talent DNA, shown in order based on your responses to the assessment.

Learn About Your Most Powerful Strengths

The first 10 themes are your most dominant. This report outlines how each of those gives you an advantage in your management practice. But to fully understand your talent DNA, you must know that your top five themes — the ones that shine through in almost everything you do — are the *most powerful* of your dominant 10. Take the time to learn more about them.

Discover Practical Ways to Apply Them

Incorporate your strengths into your day-to-day routine: from the one-on-one conversations you're already having and team meetings you're already running to the way you're strategically planning and overseeing processes.

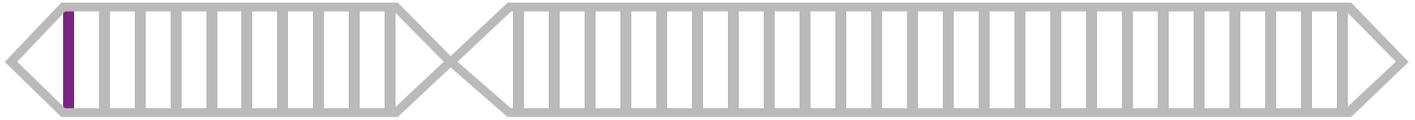
Each theme page includes:

- **How that theme contributes to your success**
- **How that theme could get in the way of your success**
- **Action items that you can implement immediately**

Use Them

The most important expectation of an excellent manager is to have **one meaningful conversation every week with each team member about their goals**. Keep reading this report to learn how to best apply your strengths in every one of those conversations to work with your team members to achieve those goals.

Whether you're looking for a better way to more confidently manage a meeting that starts in 30 minutes or for long-term solutions or strategies, the theme of this report is clear: **Use your strengths to become a better manager.**

**EXECUTING**

1. Discipline

You enjoy routine and structure. Your world is best described by the order you create.

How This Theme Contributes to Your Success

You bring structure and routine to your team and organization. Your team members know that your strong attention to detail and perfectionist tendencies will help achieve — and possibly surpass — the highest performance outcomes.

You emphasize deadlines for yourself and your team. You advocate for team members because you understand that timelines and expectations need to be realistic if you're going to stay on time. By creating step-by-step milestones together, you help your employees take ownership of their tasks.

Others know they can count on you to organize messy projects and processes, clarify vague expectations, and bring structure to team partnerships. You see how things work best and make it a goal to ensure that everything keeps functioning that way.

How This Theme Could Get in the Way of Your Success

- While it might be hard to understand, some team members may want more ambiguity and the chance to set their own expectations. In fact, excess structure and routine might stifle their progress. Be careful not to hold everyone to the same rigid standards. Let your employees know when the expectations are serious and where there's wiggle room.
- Your need for control may inadvertently create a team of "yes people" who come to work, robotically complete their tasks, then leave. Make sure your strictness doesn't make your team members feel like they don't have a say in anything.
- Your team might feel uneasy when approaching you with difficult issues — especially if those issues push a deadline or don't fit into your structure or expectations. Be open to addressing team members' immediate needs, which helps maintain your employees' trust and keep your relationships healthy.

ACTION ITEMS

How to Apply Discipline as a Manager

This theme gives you an edge — here's how you can use it.

- Create a standardized plan for performance development conversations.** When you get these conversations on your team members' calendars and then ensure that they take place, you show them that you are prioritizing their development. And development improves performance.
- Have each team member commit to one or two daily or weekly habits.** Adding these into their routine can help them stay focused and support the team's momentum. Your accountability becomes something they can trust and rely on to help them keep their commitments.
- Recognize highly detailed, exceptional performance on your team.** Drawing attention to seemingly small contributions that added another level of excellence to a project helps team members appreciate what they might have otherwise overlooked.
- Define consistent approaches for processes that affect your team.** Clarification of processes creates consistency across the team. Use the time you get back from being naturally efficient to invest in your team.

Reflect to Plan for Action

Where do you and your team need more structure right now?

How do you communicate performance expectations to your team?

**EXECUTING**

2. Achiever

You work hard and possess a great deal of stamina. You take immense satisfaction in being busy and productive.

How This Theme Contributes to Your Success

No matter the day or the situation, you want to be busy and increase productivity — your own and your team's. You look for ways to quickly and efficiently check off boxes on your to-do list, which you, almost undoubtedly, complete and rewrite each day.

You are self-motivated, requiring minimal effort from others to get you started. When turned outward, you can use your internal need for achievement to motivate your team to achieve its goals and set new ones.

Ambitious goals don't intimidate you, and in fact, your need for intense productivity and success propels you to create such goals for yourself and your organization. You share this vision for success with your team, pushing everyone to higher performance.

How This Theme Could Get in the Way of Your Success

- Because you're such an achievement- and task-oriented person, your team members may feel overlooked. They might also feel like they're simply a means to accomplishing your goals or checking off tasks. Remember that your people need you to invest in and care for them.
- Your expectations for your team might be too high. Team members may view you as demanding and feel tied to work or at a loss for time. Try to first ask employees about their current workload and ability to take on more. Communicate about upcoming projects with them so that they don't feel overwhelmed when it's time to begin.
- Not everyone works at your pace. When you complete a large project, achieve a goal or meet an important deadline, you don't always need time to rest. However, your team members may not share this desire for more, more, *more*. Acknowledge the time that others need to rest, and give that to them.

ACTION ITEMS

How to Apply Achiever as a Manager

This theme gives you an edge — here's how you can use it.

- Make time to celebrate your team's success before moving to the next project.** Recognizing successes helps your team members understand that you appreciate their excellence and, in many cases, increases their engagement.
- Recognize improvements in team or individual performance every week.** Doing this helps your team members keep their momentum while working toward meaningful milestones. Praise encourages your team to continue achieving goals at the pace you've set.
- Start meaningful conversations often with your team members about their goals.** These discussions align team members' efforts with your expectations, keeping them focused on the outcomes they are trying to achieve.
- Partner with a team member to set a challenging deadline for an upcoming project.** This added pressure will energize you as you try to meet a deadline. It will also strengthen your relationship with your team through collaboration.

Reflect to Plan for Action

When do you feel the most accomplished or productive?

How do you help your team members achieve *their* goals?



STRATEGIC THINKING

3. Futuristic

You are inspired by the future and what could be. You energize others with your visions of the future.

How This Theme Contributes to Your Success

You think more about what *can be* than what *is*. When you share this curiosity about the future with others, you push your team to think beyond today and find new and smarter ways of working.

Today's events are leading *somewhere*, and you focus on what that somewhere could be. Team members benefit from hearing your ideas about what's coming and feel inspired by understanding how their work will secure future success.

Likely, your team members always go to you when they need a gut reaction or opinion about something related to the future. These discussions help you better understand their passion and guide their development toward their ideal future.

How This Theme Could Get in the Way of Your Success

- Some employees might be concerned or anxious about your vision of the future because change intimidates them. Know when you need to further explain your plans and ideas or when you need to slow down.
- Spending too much time dreaming about the future can discourage others. If your team members' day-to-day responsibilities take up all of their time, they might see your visualizing as downplaying the importance of their current struggles or workloads.
- Your vision of the future is so clear that you may move forward without giving your team more context about it. Ensure that you create alignment with your team members on where you are going by describing why you are excited about your vision.

ACTION ITEMS

How to Apply Futuristic as a Manager

This theme gives you an edge — here's how you can use it.

- Describe what the ideal picture of success looks like and the steps your team should take to reach it.** Because you have a firm grasp of what the future could be, you can make this vision a reality by connecting your team's current work and its future successes. This will strengthen your team's focus on achieving its purpose and mission.
- Ask your team members to describe their brand.** What do people in our organization know them for? What do people like best about working with them? When people think of them, what words do they associate with them? The future picture helps arrange initial steps; collaborate to create a plan to make that vision a reality.
- Connect your team's work with the organization's performance goals and mission.** Keep team members focused on the bigger picture and their role — both as a team and as individuals — in the organization's overall success.
- Ask team members where they want to be professionally a year from now.** Collaborate with them to decide what developmental opportunities they need to get to where they want to be in a year, and then make them happen. A lack of options for development is one of the main reasons employees leave their organization.

Reflect to Plan for Action

What new goals and ideas have you been considering recently?

How do you communicate new ideas and plans to your team?



STRATEGIC THINKING

4. Analytical

You search for reasons and causes. You have the ability to think about all of the factors that might affect a situation.

How This Theme Contributes to Your Success

Before making a decision for your team or organization, you gather as much information as possible to compare different options. This need to analyze is your way of maintaining credibility and proving to yourself and others that you've made the best choice. Having time to think isn't a *want* — it's a *need*.

Your evidence-based approach to coming to a conclusion helps your team members trust that you'll make the right decision without personal biases or prejudices getting in the way. You insist that team members have thorough and concrete ideas.

You can manage team members' emotions with objectivity and logic. You believe focusing solely on emotions won't guide anyone to a healthy or satisfactory conclusion. You bring clarity and balance to your team.

How This Theme Could Get in the Way of Your Success

- Because logic and objectivity influence your approach to decision-making and search for deeper meaning, your team members and colleagues may perceive you as harsh, emotionless or distrustful. Be open about why you're constantly asking pointed questions, and communicate your thinking so that your team knows your approach isn't void of emotion — just practical.
- While your calculated approach to most things brings much-needed order and logic, your team members need emotional stability and guidance from you every so often. Try being more open about your feelings to encourage the same thing from your team members.
- When you decide on a plan, you act quickly and decisively — often alone — which means your decision could surprise others. Letting your team members know what you're thinking at every point of the process helps them better understand your thoughts.

ACTION ITEMS

How to Apply Analytical as a Manager

This theme gives you an edge — here's how you can use it.

- Break down new processes, technology or systems into their most basic parts.** Train your team using this approach. Your ability to simplify the complex will increase team members' clarity and confidence.
- Share your three best decision-making questions with your team.** Establish these questions as criteria for all team members to use to decide on priorities and strategies. This will help your team quickly reach an agreement without relying on opinion.
- Have frequent question-and-answer sessions with your team.** Before this meeting, have team members give you questions to answer or have them bring at least one to the discussion. These sessions will energize you and develop your team members' ability to think critically.
- Help your team members become more aware of their successes and contributions to the organization.** Create and present charts or graphs that show quarterly progress toward team goals and year-over-year successes. Data are powerful, so use them to show the team how it has grown and inspire continuous improvement for the future.

Reflect to Plan for Action

How does your objective approach to your job help you achieve your goals?

What is your approach to simplifying complex tasks?

**INFLUENCING**

5. Command

You have presence. You can take control of a situation and make decisions.

How This Theme Contributes to Your Success

You say what's on your mind, and others hear your opinions clearly. This means that your team is a part of everything all the time. Team members are aware of your goals, expectations and ideas as well as the reasons behind them. Your confidence gives your team confidence.

You know your team better than anyone, and your assertive nature inspires you to defend your team members and fight for the resources they need to do their jobs with excellence. Your team members are loyal to you because of this.

Your team members value your opinion and input. They understand your confidence and trust you to take control of situations and make the best decisions for the team. You excel at aligning each of their individual actions with team or organizational goals.

How This Theme Could Get in the Way of Your Success

- Voicing their concerns and opinions may not come naturally to some team members, so set aside time to listen to them. Be open during these conversations because they might worry about your reaction to their opinions, especially if those ideas contradict yours.
- Your team members may feel like you try to control how they work, approach problem-solving or have conversations. Employees who feel micromanaged for an extended period might start resenting your opinions — even the helpful ones — and become disengaged.
- Your Command talents might push you to be both the first and last person to speak on a touchy or widely debated topic. Try letting your team members share their ideas first. Having them share before you do means you will more likely hear everyone's true opinions instead of ideas influenced by your thoughts.

ACTION ITEMS

How to Apply Command as a Manager

This theme gives you an edge — here's how you can use it.

- Challenge your team's goals.** Growth requires risk, and your fearless attitude inspires team members to embrace these new challenges.
- Have conversations with disengaged individuals about their performance and engagement.** Frequently assess your team for actively disengaged members. Your confidence to start a discussion with these members could solve a problem that others may have ignored.
- Use your Command theme wisely during team meetings.** Listen to all ideas and opinions before deciding on the best course of action when the time is right. Your team will appreciate the ability to contribute to the discussion and your resolve to consider all the best ideas.
- Give your team members everything they need to do their jobs.** You won't mind taking a stand or working hard for your team members to get them exactly what they need. You know how to involve yourself as an advocate or coach to resolve any resource problems.

Reflect to Plan for Action

How do your opinions influence your team's decisions?

How can you include more of your team members' opinions at work?

**EXECUTING**

6. Focus

You can take a direction, follow through and make the corrections necessary to stay on track. You prioritize, then act.

How This Theme Contributes to Your Success

Your Focus theme helps you prioritize, then act. First, you easily decide whether a task is necessary — if it's not helping, it's not needed. Second, you determine in what order you should complete the most important tasks. This doesn't always come easily for others, but it helps you guide your team toward success.

You prefer to work toward a specific objective and want your team to do the same. Because you know where you're headed every day, you can easily help your team and each individual set goals that align with your expectations and other organizational objectives.

When projects derail — no matter how chaotic or cluttered — you know how to get the team headed in the right direction again. Because you can easily assess a situation to determine the priority, your team members know that they can depend on you for the directions to success.

How This Theme Could Get in the Way of Your Success

- Sometimes, you get engrossed in your work, which can make you feel unreachable to your team. Employees might feel like they can't talk to you and then decide to deal with their wants and needs alone. Remember to set aside time to walk away from your work to check on your team.
- You have little patience for delays and obstacles, but you can't guarantee that both won't occur. Practice adjusting your focus to the things that matter most in the moment. As long as you shift your attention, your expertise and ability to prioritize can save the team from being overcome by difficulties.
- Your individual goals are so strong that team members who set less ambitious goals could frustrate you. But instead of being disappointed, coach employees to see the importance of individual goals that align with organizational success, even if they don't share your commitment to them.

ACTION ITEMS

How to Apply Focus as a Manager

This theme gives you an edge — here's how you can use it.

- Ensure that each new project plan includes detailed expectations.** Include how often and at what points the team should meet to review and reflect on progress. No matter how well you organize your project, new conditions can challenge your team's focus. Figuring out ways to gauge improvement increases your team's ability to stay focused on its goals.
- Discuss the team's top three priorities during team meetings.** This conversation unifies team efforts by clarifying what should be the team's primary concern. Team members rely on you to keep them focused on what matters most to achieve team and organizational goals.
- Learn when each team member feels the most productive.** Discover what environment or factors help team members stay focused. Ask team members to describe when they feel the most involved, committed and enthusiastic. Re-create those circumstances to help them concentrate on top-priority work.
- Ask team members regularly if they are dealing with competing priorities.** In a matrixed work environment, every project and each piece of communication feels increasingly important. If team members feel overwhelmed, your response can clarify their roles and goals to help them complete tasks and meet priorities more efficiently.

Reflect to Plan for Action

How do you prioritize projects and goals?

Where can you clarify expectations for your team members?



RELATIONSHIP BUILDING

7. Relator

You enjoy close relationships with others. You find deep satisfaction in working hard with friends to achieve a goal.

How This Theme Contributes to Your Success

You build strong relationships with your team members. You want to know and care about them and have them know and care about you. Employees trust and respect you for refusing to settle for surface-level relationships and insisting that they bring their authentic selves to work.

Because you value meaningful relationships, you give employees time to form profound connections with others. You encourage each person to find a best friend at work. You know the benefits of having someone to connect with while on the job and hope those relationships between your team members continue outside of work.

You likely spend a lot of time thinking about your team members. Based on your conversations, you know how each person feels, what they're working on, etc. This positions you as a subject-matter expert — the *subject* being the people on your team. You are the strongest advocate for your people, and you don't take that responsibility lightly.

How This Theme Could Get in the Way of Your Success

- You might not enjoy meeting new people because you're more comfortable strengthening existing relationships. This natural tendency can be challenging to overcome as you are onboarding new employees. During this process, try partnering with your existing team members who enjoy meeting new friends.
- Some team members might see you as highly selective of who you choose as friends. If they feel that you include only a few people in your "inner circle," this could cause animosity and jealousy. Invest in the relationships between you and every team member.
- You might seem like a hard person to get to know because you are not entirely comfortable around someone until you know all about them. As a manager, deliberately learn more about your employees as often as possible. Talk about yourself (your personality, quirks, goals, etc.), and ask your employees to do the same.

ACTION ITEMS

How to Apply Relator as a Manager

This theme gives you an edge — here's how you can use it.

- Help your team build trusting relationships.** In your team meetings and one-on-one conversations, ask employees who they count on to help them in a difficult situation. Remind your team that dependable relationships within and across teams get the best results.
- Schedule weekly or biweekly meetings with each team member.** Strong leaders are not afraid to let people see their humanness. By intentionally connecting with each of your team members on a human-to-human level, you encourage working relationships that lead to more success.
- Assign projects to each team member based on what suits them best.** Getting to know your team members personally is your competitive advantage. When building your team and making assignments, you instinctively begin with the person and then find the job, task or responsibility that fits them best.
- Recognize powerful partnerships with outstanding performances.** Emphasize the complementary relationships between those partners. This will reinforce the importance of having strong relationships and collaborating effectively to navigate workplace change and complexities.

Reflect to Plan for Action

What questions can you ask to make one-on-one conversations with your team members more meaningful?

Which team members need more of your attention and which want more independence?



STRATEGIC THINKING

8. Learner

You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.

How This Theme Contributes to Your Success

You are a catalyst for learning. Whether it's information about the work your organization does, industry trends or something completely unrelated to your role, you enjoy figuring out the processes that keep your team at the forefront of new information, which can lead to greater success.

You are an expert in team development. You push others outside of their comfort zone so that they can develop in their role. The way you see it is simple: You can't learn what you already know, so you can't stay exactly where you are. Continued learning and personal and professional development are values that guide your team.

Being *always* willing to learn new things means you are a reliable manager during times of change. Whether change comes easily for you isn't the point, the point is that you excel at challenging others to learn and grow despite their circumstances. And what better opportunity to do that than in the face of change?

How This Theme Could Get in the Way of Your Success

- Not everyone loves to learn. You often forget that not everyone has the same innate desire for more knowledge as you do. Adding extra pressure to learn more could make team members feel like you're dissatisfied or disappointed in their development.
- When you're learning, you don't always focus on team outcomes or goals. While not all your education needs to be work-, industry- or team-related, most of it should be. If something you've learned is relevant, share it with team members who could benefit from it.
- The way you learn is unique to you. Be careful not to force others to learn the same way as you. Take inventory of your team's learning styles so that you account for everyone when you share your knowledge with them.

ACTION ITEMS

How to Apply Learner as a Manager

This theme gives you an edge — here's how you can use it.

- Identify your team members' learning styles.** Some like to read about a topic, while others ask questions; some want to gather and study data, while others aspire to be the first to try something new. Knowing your team members' learning styles helps you individualize your coaching to keep them developing.
- Discover how skills, training and applying new knowledge will affect business outcomes.** This proves the benefits of learning and the value of growth and development in your team members' role. Research supports the link between learning and performance.
- Set aside time to learn and share new things with your team.** Challenge yourself to sort through everything you're learning and share your three most important takeaways with your team. Realizing what's most important to your team helps you prioritize the *value* over the volume of what you're learning.
- Learn all you can about your team members.** Find out their motivations, areas of expertise, values and career aspirations. Use this information to set them up for success every day and collaborate with them on their long-term career goals.

Reflect to Plan for Action

Where do you see opportunities for performance development on your team?

How do you learn best?

**INFLUENCING**

9. Activator

You can make things happen by turning thoughts into action. You want to do things now, rather than simply talk about them.

How This Theme Contributes to Your Success

You influence others to act. This contribution to teams saves the organization time, energy and money. When projects stall, you jump in and get things moving.

Risks don't intimidate you. Because of this, you lead the charge on whatever is next — no matter the perceived risk — and help your team innovate and make necessary improvements. The energy you bring to getting things started motivates others to pitch in and get going.

Your momentum inspires hesitant or apathetic team members to get going. By refusing to delay, you become a catalyst for getting things started, drawing people closer to you when they need motivation and energy.

How This Theme Could Get in the Way of Your Success

- You might not feel the need to have a final plan before you begin a project. Take a minute to evaluate multiple options before proceeding with the first viable course of action.
- While starting fast excites you, your team may not share your enthusiasm. Before acting on important decisions, ensure that your team has had a voice in the direction you are going.
- You could develop a reputation as being disorganized or unstructured because you start things quickly. You might need to provide those who dislike acting quickly with a detailed explanation of your plan — or at least the first steps — before they can support it.

ACTION ITEMS

How to Apply Activator as a Manager

This theme gives you an edge — here's how you can use it.

- Give immediate feedback about implementing your team's ideas and opinions.** Respond when you do *and* don't use employees' ideas, explaining why you acted on some and not others. You naturally make quick decisions, so the immediacy of your response reassures your team members that their opinions do count.
- Begin each project with a conversation about where and how to start.** Ask each team member what one thing they can do immediately to get underway and when they plan on doing it. Agreeing on these action items can help keep you from feeling like team members are procrastinating when, really, they might not be as fast as you.
- Explain how you separate the tasks to start *now* from the ones you need to start *later*.** Although they may not prioritize these tasks in the same way, your explanation helps team members understand what you consider important. This helps avoid confusion that could come at the beginning of a project.
- Discuss your team members' challenges right away.** Encourage them to partner with you to remove barriers to success as soon as they sense progress slowing to an impasse.

Reflect to Plan for Action

In what areas can you include your team members in decision-making?

How do you prioritize what you should start now versus later?

**INFLUENCING**

10. Self-Assurance

You feel confident in your ability to take risks and manage your own life. You have an inner compass that gives you certainty in your decisions.

How This Theme Contributes to Your Success

You make good decisions that others trust. It's not selfishness or vanity that drives your confidence but genuine faith in yourself and your choices. This cultivates a deep trust in you among your team members because they know that they can count on your decisions.

Your perspective is unique. You're sure of your routines, worldview and more. Therefore, it's important to you that outsiders don't tell you how to manage your team, think about your work or make a choice for yourself. You know and value your team, so you believe that you're the only one capable of managing it.

You stand behind your team members and their actions. Your self-assurance eases their insecurities, worries and fears. As a champion for your team members, you help them feel appreciated and stronger.

How This Theme Could Get in the Way of Your Success

- You're sure that the choices you make and the way you lead your team are right. This confidence can be intense and come off as arrogant to others. This is especially true if you isolate yourself, making decisions alone that affect everyone on your team.
- Your colleagues and team members might not feel confident enough to question you. This isn't because they believe their ideas are bad, but because they know how secure you are with yours. Make sure you show your support for team members' opinions when they bring them to your attention.
- Just as your employees *share* in your confidence, leaning on it in times of trouble, it can also take away theirs when yours feels abrasive or condescending. Set aside your opinions and assurances so employees can flourish.

ACTION ITEMS

How to Apply Self-Assurance as a Manager

This theme gives you an edge — here's how you can use it.

- Challenge your team to do more.** Ask team members if they knew they wouldn't fail, what they would take on that would lead to success. When you challenge employees, they are more engaged, innovative and efficient. Your Self-Assurance theme can be the spark that ignites invention and implementation.
- Recognize employees for being confident in their contributions.** Team members get their self-confidence from different sources such as their ability to think, create great relationships or do excellent work. While you have an innate belief in your abilities, learn where your employees get theirs and support it.
- Develop your team members' confidence.** Discover what self-assurance means to them by asking where they want to apply it in their role. Ask them who has the type of confidence they admire and where they could increase their own. You can encourage and guide team members based on their answers.
- Rely on and celebrate your team members' expertise.** You are confident in what you know you can do, but you are equally unthreatened by others' ability in areas in which you are less competent. This helps you develop your team members' self-confidence in their contributions to the team's success.

Reflect to Plan for Action

How do you define success for yourself and your team?

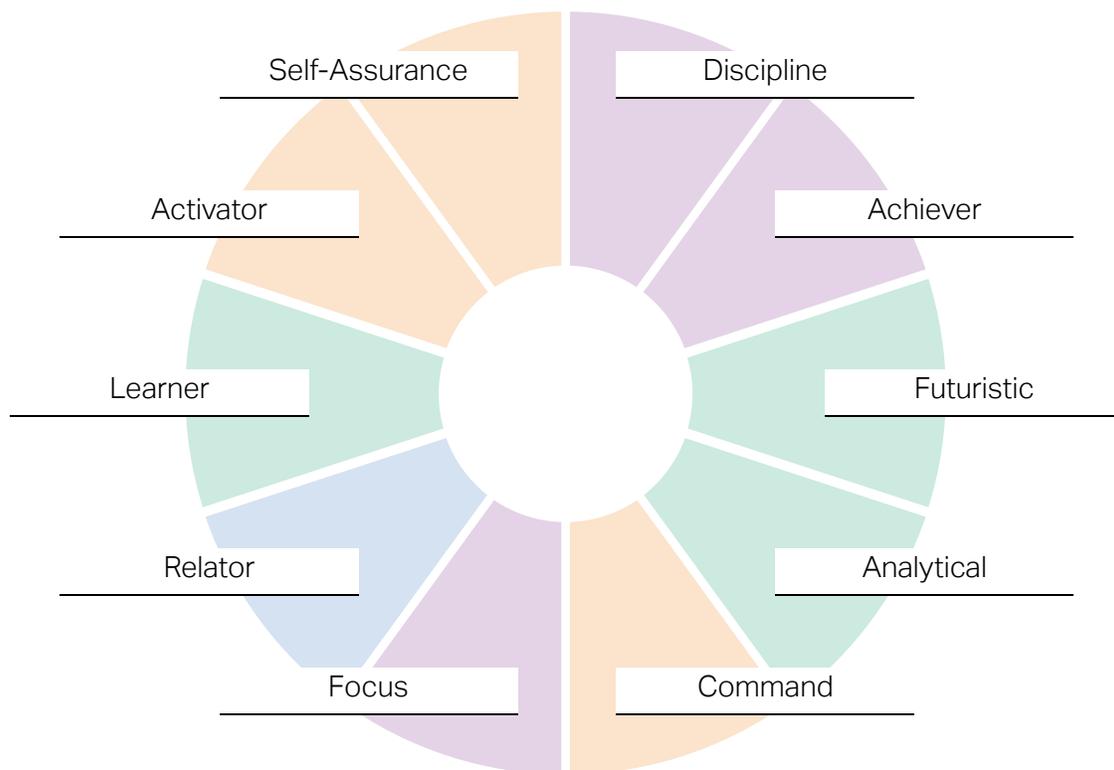
Who on your team needs a boost in confidence?

Accomplish Your Goals

As the manager, you are responsible for 70% of the variance in employee engagement on your team. This means you have the power to change the trajectory of your team's performance.

With a commitment to using your strengths, this report becomes the first step you take on the road to exceptional management.

Write your most meaningful goal in the center of the circle. Next, think about the themes you can use to achieve this goal to help you answer the questions below.



How will you use your strengths to reach this goal?

How will you know you have been successful?