

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. Significance

Look for opportunities to do important work where you can help others raise the bar.

2. Futuristic

Share your visions of a better future.

3. Individualization

Appreciate the uniqueness in each person you meet.

4. Focus

Set specific goals with timelines to motivate yourself.

5. Maximizer

Strive for excellence, and encourage others to do the same.

6. Strategic

Always have at least three options in mind so you can adapt if circumstances change.

7. Learner

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

8. Achiever

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

9. Responsibility

Take ownership for the things that matter most to you.

10. Belief

Honor your values; they keep you on course during tough times.

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. Significance**
- 2. Futuristic**
- 3. Individualization**
- 4. Focus**
- 5. Maximizer**
- 6. Strategic
- 7. Learner
- 8. Achiever
- 9. Responsibility
- 10. Belief

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.**



INFLUENCING

1. Significance

You want to make a big impact. You are independent and prioritize projects based on how much influence they will have on your organization or people around you.

How This Theme Contributes to Your Success

You are determined to make a difference, and your team feels it. By focusing on the outcomes of your work, you help team members be proud of the work they do every day.

Your desire to leave a legacy inspires your team. By encouraging your employees to think about the lasting effect of their work, you push them to do great things. Your quest for long-lasting significance keeps your team focused on the future and how it connects to the current moment.

You strive to make your people better professionally *and* personally. Continuing to set high standards for what you and your employees do further solidifies your lasting outcomes.

How This Theme Could Get in the Way of Your Success

- As a manager, you might not receive recognition for your success, but that's OK. Appreciate your team members' efforts and make sure they receive the praise they deserve. Concern yourself less with your own recognition and keep the focus on your team.
- When you believe someone downplays your contribution, you are more likely than others to become frustrated. Thinking about your team's successes will help keep this frustration from derailing your progress.
- When you focus on making a difference, you tend to overlook accomplishments that some might put great value on. Engaging others in a discussion about what they see as important can help you take pride in their achievements.

ACTION ITEMS

How to Apply Significance as a Manager

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

- **Understand how team members want to be known.** Ask them: How do you define or describe greatness in your role? What are you known for? What would you like to be known for? Answers to these questions will reveal employees' expectations and give you insights into coaching them.
- **Discover the audience — or person — whom your team members consider the most important.** Ask each team member the following questions: Whose approval do you value most? Whose feedback do you appreciate most? Whose endorsement do you care about most? Use this information to ensure employees get the recognition that is most meaningful to them.
- **Share the most important team goals with your employees.** When your team members hear your objectives for the organization and their team, it inspires them to align their work to meet those goals and prioritize their projects based on how much influence they have on team success.
- **Identify recent successes and let others know about them.** You are your team's biggest cheerleader and advocate. When the team reaches a goal, ensure that all involved know about it. Getting credit for the work they do motivates team members to higher levels of productivity and excellence.

Reflect to Plan for Action

How do you enjoy both giving and receiving recognition?

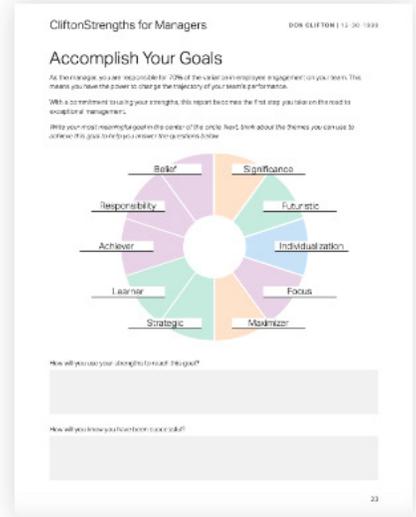
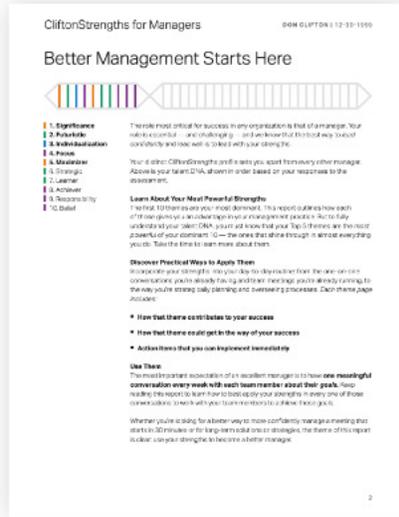
Where can you create a clear connection between team projects and organizational goals?

Inside Your Report

Your top 10 themes

Instructions for using the report

A resource to help you accomplish your goals



A theme page for each of your top 10 themes with manager-specific insights, action items and reflection questions

