



# STRENGTHS FINDER 2.0

## StrengthsFinder 2.0 Report

## Sanjay Kabra

### Your Top 5 Themes

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Deliberative  
Strategic  
Self-Assurance  
Focus  
Relator

### What's in This Guide?

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#### [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

### Deliberative

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#### Shared Theme Description

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

#### Your Personalized Strengths Insights

*What makes you stand out?*

Instinctively, you exercise good judgment and common sense when congratulating someone. Your comments tend to be sparing. They carry a great deal of weight, however. People generally value your praise. These individuals are apt to grow personally and professionally because you call attention to their moments of excellence. They understand that any recognition you give them is hard won. Chances are good that you refuse to shirk your obligations. You are eager to fulfill your commitments. Often you are described as earnest. Your dependability is a hallmark of your personality. By nature, you deliver compliments only when you are certain the person deserves recognition. Flattery is not your style. Honesty and sincerity are. You probably think long and hard before acknowledging someone's achievements or contributions. It's very likely that you offer verbal feedback and positive reinforcement that is equal in measure to people's accomplishments. Even though you praise sparingly, your words echo in the minds and hearts of recipients. When you compliment individuals, they have no doubt they are truly worthy of recognition. Because of your strengths, you usually behave in a solemn and dignified manner. This is apparent when you are performing a task you have spent much time mastering. Being skilled and knowledgeable about special topics, procedures, operations, or activities ranks high on your priority list. This explains why people describe you as quite earnest.

#### 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?

## Strategic

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### Shared Theme Description

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

### Your Personalized Strengths Insights

*What makes you stand out?*

Instinctively, you invent original ideas of your own. Your imagination is typically stimulated when you collaborate — that is, team up — with future-oriented thinkers. Driven by your talents, you likely are quite adept — that is, talented, skilled, and knowledgeable — with language. You can express your ideas and feelings with ease. You typically rely on words or phrases your teammates readily understand. By nature, you select the right combination of words to convey your ideas or feelings. In the middle of discussions, your vocabulary provides you with precise phrases and terminology. You probably express yourself with ease and grace. It's very likely that you have no difficulty finding the right words to express your ideas. You are quite comfortable talking about ways to make people or things more complete, perfect, or excellent. Because of your strengths, you can reconfigure factual information or data in ways that reveal trends, raise issues, identify opportunities, or offer solutions. You bring an added dimension to discussions. You make sense out of seemingly unrelated information. You are likely to generate multiple action plans before you choose the best one.

### 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?

## Self-Assurance

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### Shared Theme Description

People who are especially talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.

### Your Personalized Strengths Insights

*What makes you stand out?*

Driven by your talents, you choose to work wherever you are and for however long it takes to finish your job-related or academic assignments. You sense from the start that you will succeed even when difficulties arise. You think about times when your extra effort produced excellent results. You enhance your chances for success by reflecting on your personal history. By recalling a time when you did something similar, you probably find the confidence to work hard on current challenges. Because of your strengths, you regularly evaluate situations and methodically think through things to make the right decision. You want to examine facts so you can determine how one piece of information does or does not fit neatly with the next one. By nature, you habitually put in very long hours. Some call you a workaholic. You disregard this label and declare, “I love my job. I really enjoy what I’m doing. I know I’m good at this. It gives me great pleasure.” Chances are good that you are known for being realistic and unsentimental. Nonetheless, there are times when you wish you did a better job of expressing your own feelings and allowing others to voice theirs. The moment people start getting too emotional, you tend to redirect their attention to practical matters or objective facts. Instinctively, you are willing to stop whatever you are doing and thinking to talk to group members about large-scale ideas. Often these conversations help you figure out how to coordinate events, projects, investments, schedules, mergers, or trips.

### 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?

## Focus

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### Shared Theme Description

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

### Your Personalized Strengths Insights

*What makes you stand out?*

By nature, you genuinely appreciate forward-looking thinkers who help you envision the future. They usually inspire you to outline the tasks and list the deadlines for reaching each of your goals. Having a plan to follow improves your chances of accomplishing what you desire in the coming months, years, or decades. It's very likely that you are baffled — that is, confused or puzzled — by people who have few, if any, clear goals. These individuals serve as constant reminders that poorly defined objectives frequently lead to failure. You are aware of this risk. You concentrate your mental, emotional, and physical energy on reaching your most important goal. Simply put: You become single-minded — that is, you dedicate yourself to one purpose. Instinctively, you are very reasonable about what you plan to accomplish in the future. You are likely to identify the steps and the order in which you must perform them. This probably improves the chances of reaching your intended goal. Chances are good that you use your mental and physical energy for hours when the situation demands such effort. You generally persevere and push yourself to keep working on assignments until you finish them. You refuse to quit until you reach your goal. Because of your strengths, you earnestly direct your attention toward the ideas, issues, situations, or possibilities that stir your curiosity. In fact, you devote more time than most people do to exploring topics, problems, prospects, opportunities, or techniques that pique — that is, arouse or excite — your interest. When something has to be completed, you are eager to acquire the necessary knowledge or skills to meet the challenge.

### 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?

## Relator

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### Shared Theme Description

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

### Your Personalized Strengths Insights

*What makes you stand out?*

It's very likely that you routinely give your team everything you possibly can in terms of your talent, skill, energy, knowledge, or time. As a result, you probably have little left to offer people outside the workplace or study group. Instinctively, you typically do your best work when you can bring your expertise to an enterprise. You prefer activities that keep you busy from start to finish. By nature, you are known for making unintelligible or complex ideas, plans, procedures, or regulations easy to understand. Chances are good that you consistently measure up to your high expectations when working, studying, or playing. Driven by your talents, you frequently consider ways to enhance your ability to reduce difficult-to-understand ideas, processes, or plans to their most basic elements. You generally seek opportunities to make things simple and easy to comprehend.

### 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

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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

### Deliberative

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#### Ideas for Action:

- ☐ You have naturally good judgment, so consider work in which you can provide advice and counsel. You might be especially adept at legal work, crafting sound business deals, or ensuring compliance to regulations.
- ☐ Whatever your role, take responsibility for helping others think through their decisions. You can see factors that others may not see. You will soon be sought as a valuable sounding board.
- ☐ Explain your process of careful decision making — that you highlight risk in order to take control and reduce it. You don't want others to misconstrue your Deliberative talents for tentativeness or fear of action.
- ☐ You inspire trust because you are cautious and considerate about sensitive topics. Use these talents by taking on opportunities to handle delicate issues and conflicts.
- ☐ Rather than take foolhardy risks, you are apt to approach a decision cautiously. Trust your instincts when you believe that something is too good to be true.
- ☐ During times of change, consider the advantages of being conservative in your decision making. Be ready to explain these advantages to others.
- ☐ Don't let anyone push you into revealing too much about yourself too soon. Check people out carefully before sharing confidential information. You naturally build friendships slowly, so take pride in your small circle of good friends.
- ☐ Partner with someone with strong Command, Self-Assurance, or Activator talents. Together you will make many decisions, and these decisions will be sound.
- ☐ Temper the tendency of others to haphazardly move into action by declaring a “consideration” period before decisions are made. Your caution can serve to steer others away from folly and toward wise conclusions.
- ☐ Give yourself permission to withhold your opinion until you get all the facts and have an opportunity to ponder your stance. You are not someone who embraces change immediately; you are apt to reflect on possible outcomes so that all the angles are covered. As a deliberative person, you function as a “brake” for more impulsive types who wish to move quickly.

#### 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.

## Strategic

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### Ideas for Action:

- ☐ Take the time to fully reflect or muse about a goal that you want to achieve until the related patterns and issues emerge for you. Remember that this musing time is essential to strategic thinking.
- ☐ You can see repercussions more clearly than others can. Take advantage of this ability by planning your range of responses in detail. There is little point in knowing where events will lead if you are not ready when you get there.
- ☐ Find a group that you think does important work, and contribute your strategic thinking. You can be a leader with your ideas.
- ☐ Your strategic thinking will be necessary to keep a vivid vision from deteriorating into an ordinary pipe dream. Fully consider all possible paths toward making the vision a reality. Wise forethought can remove obstacles before they appear.
- ☐ Make yourself known as a resource for consultation with those who are stumped by a particular problem or hindered by a particular obstacle or barrier. By naturally seeing a way when others are convinced there is no way, you will lead them to success.
- ☐ You are likely to anticipate potential issues more easily than others. Though your awareness of possible danger might be viewed as negativity by some, you must share your insights if you are going to avoid these pitfalls. To prevent misperception of your intent, point out not only the future obstacle, but also a way to prevent or overcome it. Trust your insights, and use them to ensure the success of your efforts.
- ☐ Help others understand that your strategic thinking is not an attempt to belittle their ideas, but is instead a natural propensity to consider all the facets of a plan objectively. Rather than being a naysayer, you are actually trying to examine ways to ensure that the goal is accomplished, come what may. Your talents will allow you to consider others' perspectives while keeping your end goal in sight.
- ☐ Trust your intuitive insights as often as possible. Even though you might not be able to explain them rationally, your intuitions are created by a brain that instinctively anticipates and projects. Have confidence in these perceptions.
- ☐ Partner with someone with strong Activator talents. With this person's need for action and your need for anticipation, you can forge a powerful partnership.
- ☐ Make sure that you are involved in the front end of new initiatives or enterprises. Your innovative yet procedural approach will be critical to the genesis of a new venture because it will keep its creators from developing deadly tunnel vision.

### Questions

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2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

## Self-Assurance

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### Ideas for Action:

- ☐ Look for start-up situations for which no rulebook exists. You will be at your best when you are asked to make many decisions.
- ☐ Seek roles in which you convince people to see your point of view. Your Self-Assurance talents (especially when combined with Command or Activator talents) can be extremely persuasive. Leadership, sales, legal, or entrepreneurial roles might suit you.
- ☐ Let your self-confidence show. It can be contagious and will help the people around you grow.
- ☐ Realize that sometimes you will find it hard to put your certainty or intuition into words, possibly leading others to see you as self-righteous. Explain that your confidence does not mean that they should withhold their opinions. It might not seem like it to them, but you do want to hear their ideas. Your conviction doesn't mean that you are unwilling to listen to them.
- ☐ Your independent streak can leave you standing alone. If this happens, make sure you are out in front, or partner with someone who can help others see how they can benefit from following you.
- ☐ Partner with someone with strong Strategic, Deliberative, or Futuristic talents. This person can help you assess the goals to which you commit. You need this help because once you set your sights on a goal, you are likely to stay with it until you achieve it.
- ☐ Your exceptionally hard work and long hours are natural products of the passion and confidence you feel about your work. Don't assume that others are similarly wired.
- ☐ You can be decisive, even when things get dynamic and distracting. When there is chaos around you, intentionally display and share the calm and certainty within you. This will give others comfort and security.
- ☐ Set ambitious goals. Don't hesitate to reach for what others see as impractical and impossible, but what you see as merely bold and exciting — and most importantly — achievable with some heroics and a little luck. Your Self-Assurance talents can lead to achievements that you may not have otherwise even imagined.
- ☐ You don't have a great need for direction and support from others. This could make you particularly effective in situations that require independent thinking and action. Recognize and actively contribute the value of your Self-Assurance talents when confidence and self-control are crucial.

### 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.

## Focus

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### Ideas for Action:

- ☐ When you set goals, discipline yourself to include timelines and measurements. These will provide regular proof that you are indeed making progress.
- ☐ Seek roles in which you can function independently. With your dominant Focus talents, you will be able to stay on track with little supervision.
- ☐ Your greatest worth as a team member might be helping others set goals. At the end of meetings, take responsibility for summarizing what was decided, for defining when these decisions will be acted on, and for setting a date when the group will reconvene.
- ☐ Others will think, act, and talk less efficiently than you do. Pay attention. Sometimes their “detours” will lead to discoveries and delights.
- ☐ Stretch your goal setting beyond work. If you find yourself becoming too focused on work goals, set goals for your personal life. They will give weight to your personal priorities and thereby help create balance in your life.
- ☐ Hours can disappear when you are intent on a task; you lose track of time. Make sure that all of your objectives are met and all of your priorities are followed by scheduling your efforts and sticking to that schedule.
- ☐ You function best when you can concentrate on a few well-defined initiatives and demands. Give yourself permission to reject projects or tasks that do not align with your overall mission. This will help you concentrate your efforts on your most important priorities — and will help others appreciate your need for focus.
- ☐ Take the time to write down your aspirations, and refer to them often. You will feel more in control of your life.
- ☐ At work, be sure to tell your manager your mid-term and short-term goals. This might well give your manager the confidence to give you the room you need.
- ☐ Make sure that the focus points you set for yourself take into consideration both quantity and quality. The integrity of your objectives will ensure that the application of your Focus talents leads to solid and long-lasting success.

### 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.

## Relator

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### Ideas for Action:

- ☐ Find a workplace in which friendships are encouraged. You will not do well in an overly formal organization. In job interviews, ask about work styles and company culture.
- ☐ Deliberately learn as much as you can about the people you meet. You like knowing about people, and other people like being known. By doing this, you will act as a catalyst for trusting relationships.
- ☐ Let it be known that you are more interested in the character and personality of others than in their status or job title. This is one of your greatest talents and can serve as a model for others.
- ☐ Let your caring show. For example, find people in your company to mentor, help your colleagues get to know each other better, or extend your relationships beyond the office.
- ☐ No matter how busy you are, stay in contact with your friends. They are your fuel.
- ☐ Be honest with your friends. True caring means helping the other person be successful and fulfilled. Giving honest feedback or encouraging your friend to move out of a role in which he or she is struggling is a compassionate act.
- ☐ You probably prefer to be seen as a person, an equal, or a friend, rather than as a function, a superior, or a title. Let people know that they can address you by your first name, rather than formally.
- ☐ You might tend to withhold the most engaging aspects of your personality until you have sensed openness from another person. Remember, building relationships is not a one-way street. Proactively “put yourself out there.” Others will quickly see you for the genuine individual you are, and you will create many more opportunities to cultivate strong, long-lasting connections.
- ☐ Make time for family and close friends. You need to spend quality moments with those you love in order to “feed” your Relator talents. Schedule activities that allow you to get even closer to the people who keep you grounded and happy.
- ☐ Make an effort to socialize with your colleagues and team members outside of work. It can be as simple as lunch or coffee together. This will help you forge more connected relationships at work, which in turn can facilitate more effective teamwork and cooperation.

### 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.

**Deliberative sounds like this:**

Dick H., film producer: “My whole thing is to reduce the number of variables out there — the fewer the variables, the lower the risk. When I am negotiating with directors, I always start by giving in on some of the smaller points right away. Then once I have taken the smaller issues out of play, I feel better. I can focus. I can control the conversation.”

Debbie M., project manager: “I am the practical one. When my colleagues are spouting all of these wonderful ideas, I am asking questions like, ‘How is this going to work? How is this going to be accepted by this group or that group of people?’ I won’t say that I play devil’s advocate, because that is too negative, but I do weigh the implications and assess risk. And I think we all make better decisions because of my questions.”

Jamie B., service worker: “I am not a very organized person, but the one thing I do without fail is double-check. I don’t do it because I am hyper-responsible or anything. I do it to feel secure. With relationships, with performance, with anything, I am out there on a limb, and I need to know that the particular branch I am standing on is solid.”

Brian B., school administrator: “I am putting together a safe-schools plan. I am going to conferences, and we have eight committees working. We have a district-wide review board, but I am still not comfortable with the basic model. My boss asks, ‘When can I see the plan?’ And I say, ‘Not yet. I am not comfortable.’ With a big smile on her face, she says, ‘Gee, Brian, I don’t want it to be perfect, I just want a plan.’ But she lets me be because she knows that the care I take now pays big dividends. Because of this pre-work, once the decision is made, it stays made. It doesn’t unravel.”

**Strategic sounds like this:**

Liam C., manufacturing plant manager: “It seems as if I can always see the consequences before anyone else can. I have to say to people, ‘Lift up your eyes; look down the road a ways. Let’s talk about where we are going to be next year so that when we get to this time next year, we don’t have the same problems.’ It seems obvious to me, but some people are just too focused on this month’s numbers, and everything is driven by that.”

Vivian T., television producer: “I used to love logic problems when I was a kid — you know, the ones where ‘if A implies B, and B equals C, does A equal C?’ Still today, I am always playing out repercussions, seeing where things lead. I think it makes me a great interviewer. I know that nothing is an accident; every sign, every word, every tone of voice has significance. So I watch for these clues and play them out in my head, see where they lead, and then plan my questions to take advantage of what I have seen in my head.”

Simon T., human resources executive: “We really needed to take the union on at some stage, and I saw an opportunity — a very good issue to take them on. I could see that they were going in a direction that would lead them into all kinds of trouble if they continued following it. Lo and behold, they did continue following it, and when they arrived, there I was, ready and waiting. I suppose it just comes naturally to me to predict what someone else is going to do. And then when that person reacts, I can respond immediately because I have sat down and said, ‘Okay, if they do this, we’ll do this. If they do that, then we’ll do this other thing.’ It’s like when you tack in a sailboat. You head in one direction, but you jinx one way, then another, planning and reacting, planning and reacting.”

**Self-Assurance sounds like this:**

James K., salesman: “I never second-guess myself. Whether I am buying a birthday present or a house, when I make my decision, it feels to me as if I had no choice. There was only one decision to make, and I made it. It’s easy for me to sleep at night. My gut is final, loud, and very persuasive.”

Pam D., public service executive: “I was raised on a remote farm in Idaho, and I attended a small rural school. One day, I returned home from school and announced to my mother that I was changing schools. Earlier in the day, my teacher had explained that our school had too many kids and that three kids would have to move to a different school. I thought about it for a moment, liked the idea of meeting new people, and decided I would be one of them — even though it meant getting up half an hour earlier and traveling farther on the bus. I was five years old.”

Deborah C., ER nurse: “If we have a death in the ER, people call on me to deal with the family because of my confidence. Just yesterday, we had a problem with a young psychotic girl who was screaming that the devil was inside her. The other nurses were afraid, but I knew what to do. I went in and said, ‘Kate, come on, lie back. Let’s say the Baruch. It’s a Jewish prayer. It goes like this: Baruch Atah Adonai, Eloheinu Melech Haolam.’ She responded, ‘Say it slowly so that I can say it back to you.’ I did, and then she said it back to me slowly. She wasn’t Jewish, but this calm came over her. She dropped back against her pillow and said, ‘Thank you. That’s all I needed.’”



**Focus sounds like this:**

Nick H., computer executive: “It is very important to me to be efficient. I’m the sort of guy who plays a round of golf in two and a half hours. When I was at Electronic Data Systems, I worked out a set list of questions so that I could conduct a review of each division in 15 minutes. The founder, Ross Perot, called me ‘The Dentist’ because I would schedule a whole day of these in-and-out, fifteen-minute meetings.”

Brad F., sales executive: “I am always sorting priorities, trying to figure out the most efficient route toward the goal so that there is very little dead time, very little wasted motion. For example, I will get multiple calls from customers who need me to call the service department for them, and rather than taking each one of these calls as they come and interrupting the priorities of the day, I group them together into one call at the end of the day and get it done.”

Mike L., administrator: “People are amazed how I put things into perspective and stay on track. When people around the district are stuck on issues and caught on contrived barriers, I am able to pole-vault over them, reestablish the focus, and keep things moving.”

Doriane L., homemaker: “I am just the kind of person who likes to get to the point — in conversations, at work, and even when I am shopping with my husband. He likes to try on lots of things and has a good time doing it, whereas I try one thing on, and if I like it and it is not horribly priced, I buy it. I’m a surgical shopper.”

**Relator sounds like this:**

Gavin T., flight attendant: “I have many wonderful acquaintances, but as for true friends that I hold dear, not very many. And I’m real okay with that. My best times are spent with the people I’m tightest with, like my family. We are a very tight-knit Irish Catholic family, and we get together every chance we can. It’s a large family — I have five brothers and sisters and ten nieces and nephews — but we all get together about once a month and yuk it up. I’m the catalyst. When I’m back in Chicago, even if there is no birthday or anniversary or whatever, I become the excuse for getting together and hanging out for three or four days. We really enjoy one another’s company.”

Tony D., pilot: “I used to fly in the Marines, and, boy, you had better be comfortable with the word ‘friend’ in the Marines. You had better feel good about trusting someone else. I can’t tell you how many times I put my life in someone else’s hands. I was flying off my friend’s wing, and I’d be dead if he couldn’t get me back safely.”

Jamie T., entrepreneur: “I’m definitely selective about my relationships. When I first meet people, I don’t want to give them very much of my time. I don’t know them; they don’t know me — so let’s just be pleasant and leave it at that. But if circumstances make it so that we get to know each other better, it seems like a threshold is reached where I suddenly start wanting to invest more. I’ll share more of myself, put myself out for them, do things for them that will bring us a little closer, and show that I care. It’s funny because I am not looking for any more friends in my life. I have enough. And yet with each new person I meet, as soon as that threshold is reached, I feel compelled to go deeper and deeper. Now I have ten people working for me, and I would call each of them my very good friend.”

## Questions

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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?