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Chris Dolezalek

# Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 06-07-2018



DON CLIFTON

**Father of Strengths Psychology and  
Inventor of CliftonStrengths**

# Chris Dolezalek

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## YOUR TOP 5 THEMES

1. Learner
2. Achiever
3. Belief
4. Arranger
5. Responsibility

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## 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

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### Learner

#### SHARED THEME DESCRIPTION

People who are especially talented in the Learner theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the outcome, excites them.

#### YOUR PERSONALIZED STRENGTHS INSIGHTS

##### What makes you stand out?

It's very likely that you acquire knowledge more easily when you can talk with others about ideas, concepts, or theories. Thoughts come alive for you when questions are posed and answers are proposed. You have a delightful time thinking out loud and listening to intelligent people express themselves. You naturally document or store in your mind bits and pieces of discussions. You want to refer back to these insights or facts whenever the opportunity presents itself. Instinctively, you traditionally bring an upbeat perspective to instruction, training, or tutoring. You probably regard education as one of the essential elements of a well-lived life. Because of your strengths, you dedicate yourself to acquiring knowledge and using your skills. You likely are self-taught in many ways. You probably work with instructors, trainers, coaches, or mentors. You embrace opportunities to expose your mind to new ideas. You welcome the chance to practice new ways of plying — that is, diligently practicing — your trade or craft. Chances are good that you see yourself as a contributing member of the group. You enjoy partnering with intelligent people. You like to exchange information, share observations, or offer tips for doing things more easily, efficiently, or swiftly. You are happiest collaborating with individuals who are not stingy with what they know. You have an ability to figure out how everyone on the team can benefit from each other's knowledge, skills, experiences, or wisdom. Driven by your talents, you are attracted to difficult and challenging endeavors. You are not inclined to look for the easy way out. You are bold. You take risks. You dare to stretch your mind. You test the limits of your abilities in ways that timid individuals would not attempt.

#### 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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## 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?

Instinctively, you might have more staying power than some of the people with whom you interact. Perhaps you choose to expend your physical or mental energy on selected issues, chores, projects, or activities. By nature, you accomplish more than many of your teammates accomplish. You tend to be driven from within to do more work or better work today than you ever have in the past. You are apt to be motivated to be the winner when your performance, grades, productivity, or profits are compared to those of others. You likely know how to find the most efficient way to use available time, money, materials, or human resources. Driven by your talents, you are eager to get started on a project once you realize what you can accomplish in the coming weeks, months, or years. You work very hard to breathe life into your big dreams. These often push and pull you into the future. Because of your strengths, you might expend more physical or mental energy doing your job or pursuing your studies than some of your peers do. Perhaps you need to make measurable progress toward one or two goals each day to feel successful as a human being. Chances are good that you normally tackle projects with gusto. New assignments or challenges energize your life. Facing mundane, tedious, or routine chores day after day eventually undermines your upbeat attitude.

### QUESTIONS

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## Belief

### SHARED THEME DESCRIPTION

People who are especially talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### What makes you stand out?

Because of your strengths, you feel much better about yourself and life in general when you have a worthwhile cause or project to which you can dedicate your mind, body, and spirit. By nature, you choose to live your life in a way that benefits individuals and society as a whole. You are highly motivated to make the world a better place than you found it. Your ideals and core values influence how you spend your time and use your talents. You have a deep and abiding concern for others. Driven by your talents, you throw yourself into your work even when you are personally inconvenienced. You usually place the well-being of others above your own. Instinctively, you probably have a reputation for working hours and hours when the assignment adds special meaning to your work, studies, or life in general. It's very likely that you want your life to really matter. You are determined to contribute to the well-being of individuals and the human family. You sense you can be an influence for good in the world.

### QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
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## Arranger

### SHARED THEME DESCRIPTION

People who are especially talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces and resources can be arranged for maximum productivity.

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### What makes you stand out?

Driven by your talents, you are a doer. You derive much satisfaction from reaching goals, finishing assignments, and accomplishing whatever is expected. By nature, you rely on the diverse viewpoints of your teammates to spark conversations that produce exciting ideas. You agree that “The whole is greater than the sum of its parts.” When everyone asks questions, offers solutions, describes situations, and raises issues, the group’s collective intelligence far exceeds that of any single person. Instinctively, you feel life is good when someone important takes a special interest in you as a person. You probably can recall the faces of educators or coaches who gave you extra attention, pointers, or special assignments. Often they removed bureaucratic barriers so you could acquire knowledge or master a skill. Because of your strengths, you probably help your teammates understand the pieces, parts, or steps of elaborate procedures or systems. You are likely to outline how all the human or material resources are scheduled for distribution. It’s very likely that you usually coordinate your teammates’ schedules or outline their agendas. You usually help them obtain needed supplies. You insist they boldly confront difficult people or complicated situations. You probably are the member of the team who sets up things to unfold exactly as you planned.

### 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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## Responsibility

### SHARED THEME DESCRIPTION

People who are especially talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### What makes you stand out?

Because of your strengths, you are a person upon whom others can depend. When you make a promise, you keep it. You feel obligated to honor your commitments. You do things correctly, accurately, and properly. Instinctively, you are known as a reliable and dependable person. You are motivated to work diligently. You cannot rest until you have completed what you told someone you would do. Chances are good that you often describe your life in favorable terms even though obligations force you to keep working until you reach your goal. Driven by your talents, you automatically set out to do things right. As a result, you usually invent better ways to tackle assignments, studies, or chores. You are apt to make small yet necessary upgrades to enhance the efficiency and overall performance of various processes or individuals. It's very likely that you do much more than just try to live up to your commitments. You persist working until you can deliver on your promises. This certainly enhances your reputation for being trustworthy, reliable, and dependable.

### 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?

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## 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

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### Learner

#### IDEAS FOR ACTION:

Refine how you learn. For example, you might learn best by teaching; if so, seek out opportunities to present to others. You might learn best through quiet reflection; if so, find this quiet time.

Develop ways to track the progress of your learning. If there are distinct levels or stages of learning within a discipline or skill, take a moment to celebrate your progression from one level to the next. If no such levels exist, create them for yourself (e.g., reading five books on the subject or making three presentations on the subject).

Be a catalyst for change. Others might be intimidated by new rules, new skills, or new circumstances. Your willingness to soak up this newness can calm their fears and spur them to action. Take this responsibility seriously.

Seek roles that require some form of technical competence. You will enjoy the process of acquiring and maintaining this expertise.

As far as possible, shift your career toward a field with constantly changing technologies or regulations. You will be energized by the challenge of keeping up.

Because you are not threatened by unfamiliar information, you might excel in a consulting role (either internal or external) in which you are paid to go into new situations and pick up new competencies or languages quickly.

Research supports the link between learning and performance. When people have the opportunity to learn and grow, they are more productive and loyal. Look for ways to measure the degree to which you and others feel that your learning needs are being met, to create individualized learning milestones, and to reward achievements in learning.

At work, take advantage of programs that subsidize your learning. Your organization may be willing to pay for part or all of your instructional coursework or for certifications. Ask your manager for information about scholarships and other educational opportunities.

Honor your desire to learn. Take advantage of adult educational opportunities in your community. Discipline yourself to sign up for at least one new academic or adult learning course each year.

Time disappears and your attention intensifies when you are immersed in studying or learning. Allow yourself to “follow the trail” by scheduling learning sessions during periods of time that will not be interrupted by pressing engagements.

## 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.

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## 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.

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## Belief

### IDEAS FOR ACTION:

Clarify your values by thinking about one of your best days ever. How did your values play into the satisfaction that you received on that day? How can you organize your life to repeat that day as often as possible?

Actively seek roles that fit your values. In particular, think about joining organizations that define their purpose by the contribution they make to society.

The meaning and purpose of your work will often provide direction for others. Remind people why their work is important and how it makes a difference in their lives and in the lives of others.

Your Belief talents allow you to talk to the hearts of people. Develop a “purpose statement” and communicate it to your family, friends, and coworkers. Your powerful emotional appeal can give them a motivating sense of contribution.

Create a gallery of letters and/or pictures of the people whose lives you have substantially influenced. When you are feeling down or overwhelmed, remind yourself of your value by looking at this gallery. It will energize you and revive your commitment to helping others.

Set aside time to ensure that you are balancing your work demands and your personal life. Your devotion to your career should not come at the expense of your strong commitment to your family.

Don't be afraid to give voice to your values. This will help others know who you are and how to relate to you.

Actively cultivate friends who share your basic values. Consider your best friend. Does this person

share your value system?

Partner with someone who has strong Futuristic talents. This person can energize you by painting a vivid picture of the direction in which your values will lead.

Accept that the values of other people might differ from your own. Express your beliefs without being judgmental.

## 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.

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## Arranger

### IDEAS FOR ACTION:

Learn the goals of your coworkers and friends. Let them know that you are aware of their goals, and then help set them up for success.

If a team needs to be created, make sure you are involved. You recognize talents, skills, and knowledge in people, and that awareness will help you get the right people in the right spots.

You intuitively sense how very different people can work together. Take a close look at groups with divergent personalities and opinions, as they may have the greatest need for your Arranger talents.

Be sure to keep track of ongoing deadlines for your many tasks, projects, and obligations. Although you enjoy the chance to juggle lots of activities, others with less powerful Arranger talents may become anxious if they don't see you working on their projects frequently. Inform them of your progress to ease their fears.

Seek complex, dynamic environments in which there are few routines.

Take on the organization of a big event — a convention, a large party, or a company celebration.

Give people time to understand your way of doing things when you present it to them. Your mental juggling is instinctive, but others might find it difficult to break with existing procedures. Take the time to clearly explain why your way can be more effective.

At work, focus your Arranger talents on the most dynamic areas of your organization. Divisions or departments that are static and routine in nature are likely to bore you. You will thrive when your Arranger talents are energized, and you will suffer when you are bored.

Help others see your far-reaching expertise by sharing your “what if” thinking with them. When they know you’ve identified and carefully considered all possible options and arrangements, they’ll feel more confident.

You are flexible in the way you organize people, as well as in how you configure space. Figure out how you can improve workflow by rearranging spaces and/or procedures to maximize efficiency and to free up time for you and for others.

## 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.

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## Responsibility

### IDEAS FOR ACTION:

Emphasize your sense of responsibility when job hunting. During interviews, describe your desire to be held fully accountable for the success or failure of projects, your intense dislike of unfinished work, and your need to “make it right” if a commitment is not met.

Keep volunteering for more responsibility than your experience seems to warrant. You thrive on responsibility, and you can deal with it very effectively.

Align yourself with others who share your sense of responsibility. You will flourish when working with people who share your determination to get things done.

Tell your manager that you work best when given the freedom to follow through on your commitments — that you don’t need to check in during a project, just at the end. You can be trusted to get it done.

Push yourself to say no. Because you are instinctively responsible, it might sometimes be difficult to refuse opportunities. For this reason, you must be selective. Ask for more responsibility in only the areas that matter most to you.

You naturally take ownership of every project you are involved in. Make sure that your capacity to own does not keep you from sharing responsibility. Allow others the opportunity to experience the challenges of ownership. In doing so, you will contribute to their growth and development.

Learn to manage your Responsibility talents by considering whether you really are the person who should be handling a particular issue. Defer to your existing responsibilities and goals before undertaking additional burdens, as you may end up skimping on quality if you have too many tasks or competing demands.

Partner with someone especially talented in Discipline or Focus. This person can help you stay on track and prevent you from becoming overloaded.

Working with a like-minded, responsible colleague is satisfying for you. Be sure to clarify expectations and boundaries so that each person can feel ownership for his or her particular tasks — without stepping on each other's toes.

Responsible individuals like to know they have “delivered” on their commitments, so create metrics and goals to gauge how effectively you meet your obligations. Also, make sure you have explicit and concrete expectations so that there is no question regarding quality outcomes and so that you can hit the mark as promised.

## 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.

### LEARNER SOUNDS LIKE THIS:

Annie M., managing editor: “I get antsy when I am not learning something. Last year, although I was enjoying my work, I didn’t feel as though I was learning enough. So I took up tap dancing. It sounds strange, doesn’t it? I know I am never going to perform or anything, but I enjoy focusing on the technical skill of tapping, getting a little better each week, and moving up from the beginners’ class to the intermediate class. That was a kick.”

Miles A., operations manager: “When I was seven years old, my teachers would tell my parents, ‘Miles isn’t the most intelligent boy in the school, but he’s a sponge for learning, and he’ll probably go really far because he will push himself and continually be grasping new things.’ Right now, I am just starting a course in business-travel Spanish. I know it is probably too ambitious to think I could learn conversational Spanish and become totally proficient in that language, but I at least want to be able to travel there and know the language.”

Tim S., coach for executives: “One of my clients is so inquisitive that it drives him crazy because he can’t do everything he wants to. I’m different. I am not curious in that broad sense. I prefer to go into greater depth with things so that I can become competent in them and then use them at work. For example, recently one of my clients wanted me to travel with him to Nice, France, for a business engagement. So I started reading up on the region, buying books, and checking the Internet. It was all interesting and I enjoyed the study, but I wouldn’t have done any of it if I wasn’t going to be traveling there for work.”

### 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.”

### BELIEF SOUNDS LIKE THIS:

Michael K., salesperson: “The vast majority of my nonworking time goes to my family and to the things we do in the community. I was on the countywide Boy Scouts board of directors. And when I was a Boy Scout, I was pack leader. When I was an Explorer, I was junior assistant leader for the Boy Scouts. I just like being with kids. I believe that's where the future is. And I think you can do a whole lot worse with your time than investing it in the future.”

Lara M., college president: “My values are why I work so hard every day at my job. I put hours and hours into this job, and I don't even care what I get paid. I just found out that I am the lowest paid college president in my state, and I don't even care. I mean, I don't do this for the money.”

Tracy D., airline executive: “If you are not doing something important, why bother? Getting up every day and working on ways to make flying safer seems important to me, purposeful. If I didn't find this purpose in my job, I don't know if I could work through all the challenges and frustrations that get in my way. I think I would get demoralized.”

### ARRANGER SOUNDS LIKE THIS:

Sarah P., finance executive: “I love really complicated challenges where I have to think on my feet and figure out how all the pieces fit together. Some people look at a situation, see thirty variables, and get hung up trying to balance all thirty. When I look at the same situation, I see about three options. And because I see only three, it's easier for me to make a decision and then put everything into place.”

Grant D., operations manager: “I got a message the other day from our manufacturing facility saying that demand for one of our products had greatly exceeded the forecast. I thought about it for a moment, and then an idea popped into my head: Ship the product weekly, not monthly. So I said, 'Let's contact our European subsidiaries, ask them what their demand is, tell them the situation we are in, and then ask what their weekly demand is.' That way we can meet requirements without building up our inventory. Sure, it'll drive shipping costs up, but that's better than having too much inventory in

one place and not enough in another.”

Jane B., entrepreneur: “Sometimes, for instance, when we are all going to a movie or a football game, this Arranger theme drives me up the wall. My family and friends come to rely on me — ‘Jane will get the tickets, Jane will organize the transportation.’ Why should I always have to do it? But they just say, ‘Because you do it well. For us it would take half an hour. For you, it seems to go much faster. You just call up the ticket place, order the right tickets, and just like that, it’s done.”

### RESPONSIBILITY SOUNDS LIKE THIS:

Nigel T., sales executive: “I used to think that there was a piece of metal in my hand and a magnet on the ceiling. I would just volunteer for everything. I have had to learn how to manage that because not only would I end up with too much on my plate, but I would also wind up thinking that everything was my fault. I realize now that I can’t be responsible for everything in the world — that’s God’s job.”

Kelly G., operations manager: “The country manager in Sweden called me in November and said, ‘Kelly, could you please not ship my inventory until January 1.’ I said, ‘Sure. Sounds like a good plan.’ I told my people about the plan and thought I had all the bases covered. On December 31, however, when I was checking my messages while on a ski slope, making sure everything was hunky-dory, I saw that his order had already been shipped and invoiced. I had to call immediately and tell him what happened. He’s a nice man, so he didn’t use any four-letter words, but he was very angry and very disappointed. I felt terrible. An apology wasn’t enough. I needed to fix it. I called our controller from the chalet, and that afternoon we figured out a way to put the value of his inventory back on our books and clean it off his. It took most of the weekend, but it was the right thing to do.”

Harry B., outplacement consultant: “I was just a young bank manager in one of the branches when the president of the company decided that he wanted to foreclose on a property. I said, ‘That’s fine, but we have a responsibility to give the people full value for their property.’ He didn’t see it that way. He wanted to sell the property to a friend of his for what was owed, and he said my problem was that I couldn’t separate my business ethics from my personal ethics. I told him that was correct. I couldn’t because I didn’t believe — and still don’t believe — that you can have two standards. So I quit the firm and went back to earning five dollars an hour working for the forestry service picking up trash. Since my wife and I were trying to support our two kids and make ends meet, it was a hard decision for me to make. But looking back, on one level, it really wasn’t hard at all. I simply couldn’t function in an organization with those kinds of ethics.”

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?