

# STRENGTHS FINDER

2.0

#1 New York

## StrengthsFinder 2.0 Report

## Ernest Barbaric

### Your Top 5 Themes

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Futuristic  
Competition  
Focus  
Individualization  
Ideation

### 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

### Futuristic

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#### Shared Theme Description

People who are especially talented in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.

#### Your Personalized Strengths Insights

##### *What makes you stand out?*

Chances are good that you regularly set aside the majority of your time to contemplate what the world could be like years or decades from today. Ideas come to you when you are in the company of visionary thinkers. These individuals often stimulate your inventiveness. Because of your strengths, you are enthusiastic about the future because visionaries describe it so clearly. Their ideas for products, medicines, or inventions generally increase your determination to do whatever you can to breathe life into their dreams. It's very likely that you often direct your attention toward what you want to accomplish in the coming months, years, or decades. Your enthusiasm naturally increases when you spend time in the company of possibility thinkers. Driven by your talents, you sometimes envision mental pictures of what you want your world or yourself to look like weeks, months, years, or decades from now. By nature, you like being an individual performer. Why? Working alone permits you to concentrate all your energy on what you want to accomplish in the coming months, years, or decades.

#### 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?

## Competition

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### Shared Theme Description

People who are especially talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

### Your Personalized Strengths Insights

*What makes you stand out?*

Because of your strengths, you normally establish step-by-step performance targets for yourself. Keeping each week's tasks and goals in mind probably improves your chances of finishing in first place and being declared the best. It's very likely that you approach most win-lose situations in a practical and realistic manner. When you are intent on being victorious, you automatically extinguish any sentimental feelings you have toward your rivals. Driven by your talents, you automatically vied for the top ranking in contests and games as a child. Reflecting on your youth, you probably remember being self-sufficient, assertive, and/or bold. Instinctively, you normally imagine numerous ways of doing something when you know your results, scores, or performances are being compared to everyone else's. Your desire to be the champion probably stimulates your creative thinking. Chances are good that you regularly set up rivalries between yourself and others. Your take-charge style ordinarily allows you to create opportunities where you can vie for the top prize or championship title.

### 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 keep your assignments and projects on track by setting weekly objectives. You concentrate on these goals until they are attained. Chances are good that you are typically exasperated by people who cannot set a clear direction for themselves. You can become annoyed by their inability to ignore distractions that prevent them from reaching their goals, meeting their deadlines, or following their plans. Instinctively, you usually opt to work independently. This arrangement makes it easier for you to map out what you want to accomplish in the coming weeks, months, years, or decades. Finalizing all the steps often spurs you into action. Driven by your talents, you may like participating in goal-planning meetings when you can suggest what needs to be perfected, completed, or done better. Perhaps you propose a few specific objectives. You hope your remedies upgrade final outcomes, change people's behavior, or replace outdated procedures. Because of your strengths, you sometimes like to participate in meetings with individuals who are trying to set their goals. Maybe you ask questions or make suggestions that help them clearly define their objectives. Without your intervention, some people might flounder as they attempt to identify their performance targets.

### 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?

## Individualization

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### Shared Theme Description

People who are especially talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.

### Your Personalized Strengths Insights

*What makes you stand out?*

By nature, you periodically mix and match people's unique styles of working, thinking, problem solving, or relationship building. You might help particular people see how their special talents, knowledge, or skills benefit others on the job or in the classroom. When individuals or groups cooperate, you may commend them for reaching a goal, making progress, or succeeding. Chances are good that you distinguish the fine points of each person's contribution to a conversation. You guide the exchange of information by drawing out the singular perspectives of everyone involved. You help individuals bring forth their varied, peculiar, eccentric, quaint, or unusual viewpoints. By honoring the uniqueness of each human being, you enliven many dialogues. Instinctively, you are keenly aware of people's unique traits. You notice characteristics that distinguish each person from everyone else. Driven by your talents, you might assist certain individuals by sharing with them information you have acquired, skills you have mastered, or experiences you have had. In some situations, you may claim to be a good instructor, tutor, or trainer. It's very likely that you occasionally pinpoint the unique qualities, motivations, strengths, limitations, preferences, or attitudes of certain people. Perhaps you look for one or two good things in each person. Maybe this information permits you to set up opportunities for particular individuals to cooperate. You might compliment those who freely share bits of their knowledge, skills, or talents with their teammates, classmates, colleagues, coworkers, friends, or family members.

### 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?

## Ideation

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### Shared Theme Description

People who are especially talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

### Your Personalized Strengths Insights

*What makes you stand out?*

Driven by your talents, you sometimes use words, terms, or phrases that force people to stop and think in new ways. By nature, you bring new thoughts to most discussions and meetings. Your reputation for innovative thinking explains why you are recruited by groups. You derive satisfaction from mental activity. You recognize when you are especially creative. Because of your strengths, you sometimes are sensitive to what certain individuals think of you. This sensitivity might motivate you to do certain things better than you have in the past. It's very likely that you channel your energy toward what you can accomplish in the coming months, years, or decades. Your mind churns out new and inventive ways of reaching your goals. You risk becoming bored and delivering a lackluster performance when you are constantly forced to adhere to a predetermined process, a tried-and-tested procedure, or a traditional method. You can hear yourself pleading, "But, if we only did it this way, it would be so much better." Chances are good that you are an original and innovative thinker. Others frequently rely on you to generate novel concepts, theories, plans, or solutions. You refuse to be stifled by traditions or trapped by routines. You probably bristle when someone says, "We can't change that. We've always done it this way."

### 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

### Futuristic

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#### Ideas for Action:

- Choose roles in which you can contribute your ideas about the future. For example, you might excel in entrepreneurial or start-up situations.
- Take time to think about the future. The more time you spend considering your ideas about the future, the more vivid your ideas will become. The more vivid your ideas, the more persuasive you will be.
- Seek audiences who appreciate your ideas for the future. They will expect you to make these ideas a reality, and these expectations will motivate you.
- Find a friend or colleague who also has powerful Futuristic talents. Set aside an hour each month for "future" discussions. You can push each other to greater heights of creativity and vividness.
- Partner with someone with strong Activator talents. This person can remind you that you do not discover the future, you create it with the actions you take today.
- You inspire others with your images of the future, yet your thinking may be too expansive for them to comprehend. When you articulate your vision, be sure to describe the future in detail with vivid words and metaphors. Make your ideas and strategies more concrete via sketches, step-by-step action plans, or mock-up models so that others can readily grasp your intent.
- Surround yourself with people who are eager to put your vision into motion. They will feel exhilarated by your Futuristic talents, and you can harness their energy to propel the vision toward reality.
- Be prepared to provide logical support for your futuristic thinking. Your exciting visions of future success will be best received when rooted in real possibility.
- Your Futuristic talents could equip you to be a guide or coach for others. Unlike you, they might not be able to easily see over the horizon. If you catch a vision of what someone could be or do, don't assume that he or she is aware of that potential. Share what you see as vividly as you can. In doing so, you may inspire someone to move forward.
- Musing about the future comes naturally to you. Read articles about technology, science, and research to gain knowledge that will fuel your imagination.

#### 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.

## Competition

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### Ideas for Action:

- Select work environments in which you can measure your achievements. You might not be able to discover how good you can be without competing.
- List the performance scores that help you know where you stand every day. What scores should you pay attention to?
- Identify a high-achieving person against whom you can measure your own achievement. If there is more than one, list all the people with whom you currently compete. Without measurement, how will you know if you won?
- Try to turn ordinary tasks into competitive games. You will get more done this way.
- When you win, take the time to investigate why you won. You can learn a great deal more from a victory than from a loss.
- Let people know that being competitive does not equate with putting others down. Explain that you derive satisfaction from pitting yourself against good, strong competitors and winning.
- Develop a "balanced metric" -- a measurement system that will monitor all aspects of your performance. Even if you are competing against your own previous numbers, this measurement will help you give proper attention to all aspects of your performance.
- When competing with others, create development opportunities by choosing to compare yourself to someone who is slightly above your current level of expertise. Your competition will push you to refine your skills and knowledge to exceed those of that person. Look one or two levels above you for a role model who will push you to improve.
- Take the time to celebrate your wins. In your world, there is no victory without celebration.
- Design some mental strategies that can help you deal with a loss. Armed with these strategies, you will be able to move on to the next challenge much more quickly.

### Questions

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## 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.

## Individualization

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### Ideas for Action:

- Select a vocation in which your Individualization talents can be both used and appreciated, such as counseling, supervising, teaching, writing human interest articles, or selling. Your ability to see people as unique individuals is a special talent.
- Become an expert in describing your own strengths and style. For example, answer questions such as: What is the best praise you ever received? How often do you like to check in with your manager? What is your best method for building relationships? How do you learn best? Then ask your colleagues and friends these same questions. Help them plan their future by starting with their strengths, then designing a future based on what they do best.
- Help others understand that true diversity can be found in the subtle differences between each individual -- regardless of race, sex, or nationality.
- Explain that it is appropriate, just, and effective to treat each person differently. Those without strong Individualization talents might not see the differences among individuals and might insist that individualization is unequal and therefore unfair. You will need to describe your perspective in detail to be persuasive.
- Figure out what every person on your team does best. Then help them capitalize on their talents, skills, and knowledge. You may need to explain your rationale and your philosophy so people understand that you have their best interests in mind.
- You have an awareness and appreciation of others' likes and dislikes and an ability to personalize. This puts you in a unique position. Use your Individualization talents to help identify areas where one size does not fit all.
- Make your colleagues and friends aware of each person's unique needs. Soon people will look to you to explain other people's motivations and actions.
- Your presentations and speaking opportunities will be most engaging when you relate your topic to the experiences of individuals in the audience. Use your Individualization talents to gather and share real-life stories that will make your points much better than would generic information or theories.
- You move comfortably among a broad range of styles and cultures, and you intuitively personalize your interactions. Consciously and proactively make full use of these talents by leading diversity and community efforts.
- Your Individualization talents can help you take a different approach to interpreting data. While others are looking for similarities, make a point of identifying distinctiveness. Your interpretations will add a valuable perspective.

### 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.

## Ideation

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### Ideas for Action:

- Seek a career in which you will be given credit for and paid for your ideas, such as marketing, advertising, journalism, design, or new product development.
- You are likely to get bored quickly, so make some small changes in your work or home life. Experiment. Play mental games with yourself. All of these will help keep you stimulated.
- Finish your thoughts and ideas before communicating them. Lacking your Ideation talents, others might not be able to "join the dots" of an interesting but incomplete idea and thus might dismiss it.
- Not all your ideas will be equally practical or serviceable. Learn to edit your ideas, or find a trusted friend or colleague who can "proof" your ideas and identify potential pitfalls.
- Understand the fuel for your Ideation talents: When do you get your best ideas? When you're talking with people? When you're reading? When you're simply listening or observing? Take note of the circumstances that seem to produce your best ideas, and recreate them.
- Schedule time to read, because the ideas and experiences of others can become your raw material for new ideas. Schedule time to think, because thinking energizes you.
- You are a natural fit with research and development; you appreciate the mindset of visionaries and dreamers. Spend time with imaginative peers, and sit in on their brainstorming sessions.
- Partner with someone with strong Analytical talents. This person will question you and challenge you, therefore strengthening your ideas.
- Sometimes you lose others' interest because they cannot follow your abstract and conceptual thinking style. Make your ideas more concrete by drawing pictures, using analogies or metaphors, or simply explaining your concepts step by step.
- Feed your Ideation talents by gathering knowledge. Study fields and industries different from your own. Apply ideas from outside, and link disparate ideas to generate new ones.

### 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.

#### Futuristic sounds like this:

Dan F., school administrator: "In any situation, I am the guy who says, 'Did you ever think about . . . ? I wonder if we could . . . I don't believe it can't be done. It's just that nobody has done it yet. Let's figure out how we can.' I am always looking for options, for ways not to be mired by the status quo. In fact, there is no such thing as the status quo. You are either moving forward, or you are moving backward. That's the reality of life, at least from my perspective. And right now, I believe that my profession is moving backward. State schools are being out-serviced by private schools, charter schools, home schools, Internet schools. We need to free ourselves from our traditions and create a new future."

Jan K., internist: "Here at the Mayo Clinic, we are launching a group called the Hospitalists. Rather than having patients handed off from one doctor to another during their stay in the hospital, I envision a family of providers. I envision fifteen to twenty MDs, of various genders and races, with twenty to twenty-five nurse practitioners. There will be four to five new hospital services, most of which will work with surgeons and will provide para-operative care as well as care for the hospitalized elderly. We are redefining the model of care here. We don't just take care of the patients when they are in the hospital. If a patient comes in for a knee replacement, a member of the Hospitalist team would see him before the surgery, follow him from the day of surgery through the days of hospitalization, and then see him when he comes in six weeks later for his postoperative check. We will provide patients with a complete episode of care so that they don't get lost in the handoffs. And to get the funding, I just saw the detailed picture in my head and kept describing this picture to the department chair. I guess I made it seem so real that they had no choice but to grant me the funds."

### Competition sounds like this:

Mark L., sales executive: "I've played sports my entire life, and I don't just play to have fun -- let me put it that way. I like to engage in sports I am going to win and not ones I am going to lose, because if I lose, I am outwardly gracious but inwardly infuriated."

Harry D., general manager: "I'm not a big sailor, but I love the America's Cup. Both boats are supposed to be exactly the same, and both crews have top-notch athletes. But you always get a winner. One of them had some secret up their sleeves that tipped the balance and enabled them to win more often than lose. And that's what I am looking for -- that secret, that tiny edge."

Sumner Redstone, chairman of Viacom (now known as CBS Corporation), on his efforts to acquire that company: "I relished every minute of it because Viacom was a company worth fighting for and I enjoyed a contest. If you get involved in a major competitive struggle, and the stress that inevitably comes with it, you'd better derive some real sense of satisfaction and enjoyment from the ultimate victory. Wrestling control of a company like Viacom was warfare. I believe the real lesson it taught me was that it is not about money, it's about the will to win."

**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."

**Individualization sounds like this:**

Les T., hospitality manager: "Carl is one of our best performers, but he still has to see me every week. He just wants a little encouragement and to check in, and he gets fired up a little bit after that meeting. Greg doesn't like to meet very often, so there's no need for me to bother him. And when we do meet, it's really for me, not for him."

Marsha D., publishing executive: "Sometimes I would walk out of my office and -- you know how cartoon characters have those balloons over their head? I would see these little balloons over everyone's head telling me what was in their minds. It sounds weird, doesn't it? But it happens all the time."

Andrea H., interior designer: "When you ask people what their style is, they find it hard to describe, so I just ask them, 'What is your favorite spot in the house?' And when I ask that, their faces light up, and they know just where to take me. From that one spot, I can begin to piece together the kind of people they are and what their style is."

**Ideation sounds like this:**

Mark B., writer: "My mind works by finding connections between things. When I was hunting down the Mona Lisa in the Louvre museum, I turned a corner and was blinded by the flashing of a thousand cameras snapping the tiny picture. For some reason, I stored that visual image away. Then I noticed a 'No Flash Photography' sign, and I stored that away too. I thought it was odd because I remembered reading that flash photography can harm paintings. Then about six months later, I read that the Mona Lisa has been stolen at least twice in this century. And suddenly I put it all together. The only explanation for all these facts is that the real Mona Lisa is not on display in the Louvre. The real Mona Lisa has been stolen, and the museum, afraid to admit their carelessness, has installed a fake. I don't know if it's true, of course, but what a great story."

Andrea H., interior designer: "I have the kind of mind where everything has to fit together or I start to feel very odd. For me, every piece of furniture represents an idea. It serves a discrete function both independently and in concert with every other piece. The 'idea' of each piece is so powerful in my mind, it must be obeyed. If I am sitting in a room where the chairs are somehow not fulfilling their discrete function -- they're the wrong kind of chairs or they're facing the wrong way or they're pushed up too close to the coffee table -- I find myself getting physically uncomfortable and mentally distracted. Later, I won't be able to get it out of my mind. I'll find myself awake at 3:00 a.m., and I walk through the person's house in my mind's eye, rearranging the furniture and repainting the walls. This started happening when I was very young, say seven years old."

## 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?