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# Your Signature Themes

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Many years of research conducted by The Gallup Organization suggest that the most effective people are those who understand their strengths and behaviors. These people are best able to develop strategies to meet and exceed the demands of their daily lives, their careers, and their families.

A review of the knowledge and skills you have acquired can provide a basic sense of your abilities, but an awareness and understanding of your natural talents will provide true insight into the core reasons behind your consistent successes.

Your Signature Themes report presents your five most dominant themes of talent, in the rank order revealed by your responses to StrengthsFinder. Of the 34 themes measured, these are your "top five."

Your Signature Themes are very important in maximizing the talents that lead to your successes. By focusing on your Signature Themes, separately and in combination, you can identify your talents, build them into strengths, and enjoy personal and career success through consistent, near-perfect performance.

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## Learner

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You love to learn. The subject matter that interests you most will be determined by your other themes and experiences, but whatever the subject, you will always be drawn to the process of learning. The process, more than the content or the result, is especially exciting for you. You are energized by the steady and deliberate journey from ignorance to competence. The thrill of the first few facts, the early efforts to recite or practice what you have learned, the growing confidence of a skill mastered—this is the process that entices you. Your excitement leads you to engage in adult learning experiences—yoga or piano lessons or graduate classes. It enables you to thrive in dynamic work environments where you are asked to take on short project assignments and are expected to learn a lot about the new subject matter in a short period of time and then move on to the next one. This Learner theme does not necessarily mean that you seek to become the subject matter expert, or that you are striving for the respect that accompanies a professional or academic credential. The outcome of the learning is less significant than the "getting there."

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## Arranger

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You are a conductor. When faced with a complex situation involving many factors, you enjoy managing all of the variables, aligning and realigning them until you are sure you have arranged them in the most productive configuration possible. In your mind there is nothing special about what you are doing. You are simply trying to figure out the best way to get things done. But others, lacking this

theme, will be in awe of your ability. “How can you keep so many things in your head at once?” they will ask. “How can you stay so flexible, so willing to shelve well-laid plans in favor of some brand-new configuration that has just occurred to you?” But you cannot imagine behaving in any other way. You are a shining example of effective flexibility, whether you are changing travel schedules at the last minute because a better fare has popped up or mulling over just the right combination of people and resources to accomplish a new project. From the mundane to the complex, you are always looking for the perfect configuration. Of course, you are at your best in dynamic situations. Confronted with the unexpected, some complain that plans devised with such care cannot be changed, while others take refuge in the existing rules or procedures. You don’t do either. Instead, you jump into the confusion, devising new options, hunting for new paths of least resistance, and figuring out new partnerships—because, after all, there might just be a better way.

## Strategic

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The Strategic theme enables you to sort through the clutter and find the best route. It is not a skill that can be taught. It is a distinct way of thinking, a special perspective on the world at large. This perspective allows you to see patterns where others simply see complexity. Mindful of these patterns, you play out alternative scenarios, always asking, “What if this happened? Okay, well what if this happened?” This recurring question helps you see around the next corner. There you can evaluate accurately the potential obstacles. Guided by where you see each path leading, you start to make selections. You discard the paths that lead nowhere. You discard the paths that lead straight into resistance. You discard the paths that lead into a fog of confusion. You cull and make selections until you arrive at the chosen path—your strategy. Armed with your strategy, you strike forward. This is your Strategic theme at work: “What if?” Select. Strike.

## Achiever

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Your Achiever theme helps explain your drive. Achiever describes a constant need for achievement. You feel as if every day starts at zero. By the end of the day you must achieve something tangible in order to feel good about yourself. And by “every day” you mean every single day—workdays, weekends, vacations. No matter how much you may feel you deserve a day of rest, if the day passes without some form of achievement, no matter how small, you will feel dissatisfied. You have an internal fire burning inside you. It pushes you to do more, to achieve more. After each accomplishment is reached, the fire dwindles for a moment, but very soon it rekindles itself, forcing you toward the next accomplishment. Your relentless need for achievement might not be logical. It might not even be focused. But it will always be with you. As an Achiever you must learn to live with this whisper of discontent. It does have its benefits. It brings you the energy you need to work long hours without burning out. It is the jolt you can always count on to get you started on new tasks, new challenges. It is the power supply that causes you to set the pace and define the levels of productivity for your work group. It is the theme that keeps you moving.

## Input

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You are inquisitive. You collect things. You might collect information—words, facts, books, and quotations—or you might collect tangible objects such as butterflies, baseball cards, porcelain dolls,

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or sepia photographs. Whatever you collect, you collect it because it interests you. And yours is the kind of mind that finds so many things interesting. The world is exciting precisely because of its infinite variety and complexity. If you read a great deal, it is not necessarily to refine your theories but, rather, to add more information to your archives. If you like to travel, it is because each new location offers novel artifacts and facts. These can be acquired and then stored away. Why are they worth storing? At the time of storing it is often hard to say exactly when or why you might need them, but who knows when they might become useful? With all those possible uses in mind, you really don't feel comfortable throwing anything away. So you keep acquiring and compiling and filing stuff away. It's interesting. It keeps your mind fresh. And perhaps one day some of it will prove valuable.



# LEARNER®

PEOPLE EXCEPTIONALLY TALENTED IN THE LEARNER THEME HAVE A GREAT DESIRE TO LEARN AND WANT TO CONTINUOUSLY IMPROVE. THE PROCESS OF LEARNING, RATHER THAN THE OUTCOME, EXCITES THEM.

People with strong Learner talents constantly strive to learn and improve. The process of learning is as important to them as the knowledge they gain. Learners are energized by the steady and deliberate journey from ignorance to competence. They are excited by the thrill of learning new facts, beginning a new subject, and mastering an important skill. Learning builds their confidence. Having Learner as a dominant theme does not necessarily motivate someone to become a subject matter expert or strive for the respect that accompanies earning a professional or academic credential. The outcome of learning is less significant than “getting there.”

## ITS POWER AND EDGE

People with strong Learner talents not only love to learn, but they also intuitively know how they learn best. They can learn quickly, and when focused, they can keep a group, team, and organization on the cutting edge.

### IF LEARNER IS A DOMINANT THEME FOR YOU:

Continue to grow through learning.

- Refine how you learn. If you learn best by teaching, seek out opportunities to instruct others. If you learn best through reflection, carve out this quiet time.
- Designate yourself as an early adopter for new technology, such as a new point-of-sale or back-office system. You will learn quickly and be able to share important advances with your colleagues and peers.
- Honor your desire to learn. If you can't fulfill this need at work, 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.
- 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 engage. Take this responsibility seriously.

### IF LEARNER IS A LESSER THEME FOR YOU:

If you lack the intensity of the talents that comprise the Learner theme, it does not mean you can't or won't learn. It does mean that you probably don't appreciate or enjoy the process that is often required for learning to take place.

- Have a strategy in place to help keep your skills up-to-date and relevant in an ever-changing world.
- You are more interested in the destination than the journey. Consider looking for roles that are oriented toward results rather than processes.
- You may have other dominant talents you can lean on when you need to bring something new to the table. For example, Woo talents might open you to new people; Ideation talents might open you to new ideas; Input talents might open you to new resources or tools; and Strategic talents might open you to new possibilities or options.
- Develop relationships with people who always seem to be on the cutting edge. They can keep you informed on the latest advancements in your field.



# ARRANGER™

PEOPLE EXCEPTIONALLY TALENTED IN THE ARRANGER THEME CAN ORGANIZE, BUT THEY ALSO HAVE A FLEXIBILITY THAT COMPLEMENTS THIS ABILITY. THEY LIKE TO DETERMINE HOW ALL OF THE PIECES AND RESOURCES CAN BE ARRANGED FOR MAXIMUM PRODUCTIVITY.

Arrangers are conductors. When faced with a complex situation involving many factors, people with strong Arranger talents enjoy managing all of the variables, aligning and realigning them until they are sure they have arranged them in the most productive configuration possible. They are shining examples of effective flexibility, whether they are changing travel schedules at the last minute because they found a better fare or are mulling over just the right combination of people and resources to accomplish a new project. From the mundane to the complex, they are always looking for the perfect configuration. They are at their best in dynamic situations. Confronted with the unexpected, they jump into the confusion, devise new options, hunt for new paths, and figure out new partnerships — because, after all, there might just be a better way.

## ITS POWER AND EDGE

Arrangers have a natural ability to orchestrate people and resources for maximum effectiveness.

### IF ARRANGER IS A DOMINANT THEME FOR YOU:

Help keep all of the balls in the air, but remember that sometimes you can do more with less.

- You are happiest when you are part of a team. You can offer your natural sense of organization to keep a group project moving toward its goal.
- Seek complex, dynamic work environments in which there are few routines.
- You may be a whiz at juggling schedules and people. These types of tasks may be very rewarding to you.
- Play an integral role when changes are in the works.
- Develop successful strategies for getting things done. Challenge yourself to find ways to make even the most successful systems and arrangements better.
- Explain that your flexibility doesn't mean your priorities are constantly changing. Tell others that your priorities remain the same, but that you are simply looking for better ways to implement them.

### IF ARRANGER IS A LESSER THEME FOR YOU:

Think about how you manage people and projects. Even if you lack the intensity of the Arranger theme, you may still be able to multitask. It may indicate that you try to dedicate yourself to one pursuit at a time so that you can fully concentrate on it.

- Among your top themes, find those that help you prioritize your tasks. Focus or Activator talents may help you swiftly prioritize and then quickly approach each task in order of importance.
- A flow chart or project plan may help you manage a project with many moving parts. Using this kind of tool will help you assemble and, if necessary, reassemble many moving pieces.
- Involve others, delegate tasks, and let go. When there are multiple tasks that require immediate action, find partners with the right talents, knowledge, and skills to take responsibility for some of the tasks and outcomes. This will allow you to fully concentrate on tasks best suited for your talents.



# STRATEGIC™

PEOPLE EXCEPTIONALLY TALENTED IN THE STRATEGIC THEME CREATE ALTERNATIVE WAYS TO PROCEED. FACED WITH ANY GIVEN SCENARIO, THEY CAN QUICKLY SPOT THE RELEVANT PATTERNS AND ISSUES.

People with strong Strategic talents have the ability to sort through the clutter and find the best route. This is not a skill that can be taught. It is a distinct way of thinking — a special perspective on the world at large. This outlook allows them to see patterns where others simply see complexity. Mindful of these patterns, they are able to envision alternative scenarios, always asking, “What if this happened?” This recurring question helps them see, plan, and prepare for future situations. They see a way when others assume there is no way. Armed with this strategy, they strike forward.

## ITS POWER AND EDGE

People with strong Strategic talents bring creative anticipation, imagination, and persistence to the groups and projects they work on. They can quickly weigh alternative paths and determine the one that will work best and most efficiently. They find the best route moving forward.

### IF STRATEGIC IS A DOMINANT THEME FOR YOU:

Ask: “What if?” Then select and strike.

- Your greatest contribution to a group may be to discover the best path to success. Because you can do this quickly, it may look as if you are “winging it,” but explaining yourself along the way will help others understand what you see.
- Schedule daily “quiet time” devoted to consideration of your current goals and strategies. This focused time away from the action might be the environment in which you are best able to think through the options to find the right course of action.
- Trust your insights as much as possible.
- Because you naturally consider options at such a fast pace, even you might not know how you came up with the strategy — but because of your exceptional talents, it will likely be successful.
- Find a group that you think does important work and contribute your Strategic thinking. You can be a leader with your ideas.

### IF STRATEGIC IS A LESSER THEME FOR YOU:

Think about how you ask questions, set goals, and prepare for the future. Even if you lack the intensity of anticipation or imagination of the Strategic theme, you no doubt can plan and prepare for future situations.

- When making a critical decision, research the topic and discuss the situation with people who have deep knowledge of the subject. Taking the time to investigate and gather information will broaden your options.
- Among your top themes, find those that prompt you to be more strategic. Learner talents might guide you to new information. Woo talents might lead you to a new contact with new ideas to share. Communication talents might open you to new conversations that could expose you to a different approach. Context talents might help you find strategies that have been successful in the past.
- Keep a detailed record of each strategy you use in all of the situations you encounter. As the number multiplies, you will amass a collection of viable options for various situations.



# ACHIEVER®

PEOPLE EXCEPTIONALLY TALENTED IN THE ACHIEVER THEME WORK HARD AND POSSESS A GREAT DEAL OF STAMINA. THEY TAKE IMMENSE SATISFACTION IN BEING BUSY AND PRODUCTIVE.

Achievers have a constant need for attainment. They have an internal fire burning inside them. It pushes them to do more, to achieve more. People with strong Achiever talents feel as if every day starts at zero. By the end of the day they must accomplish something meaningful to feel good about themselves. And “every day” means every single day — workdays, weekends, holidays, and even vacations. If the day passes without some form of achievement, no matter how small, Achievers feel dissatisfied. Upon finishing a challenging project, they rarely seek to be rewarded with a rest or an easy assignment. While they appreciate recognition for past achievements, their motivation lies in striving toward the next goal on the horizon.

## ITS POWER AND EDGE

Achievers love to complete tasks, and they derive fulfillment from their accomplishments. Putting it simply, people with high Achiever have a strong inner drive — an innate source of intensity, energy, and power that enables them to push hard to get things done. As a result, they often set the pace and define productivity levels for the people around them.

### IF ACHIEVER IS A DOMINANT THEME FOR YOU:

Direct your energy to achieve in all areas of your life.

- Take advantage of your self-motivation by setting challenging goals. Set a more ambitious goal every time you finish a project.
- Partner with someone with strong Discipline or Focus talents. This person can help you use your energy as efficiently as possible.
- Take time to celebrate each success before moving on to the next item or task, even for just a few minutes.
- Although you might be naturally equipped to work harder and longer than others, be sure to take regular breaks.
- As much as possible, limit your commitments to tasks that are aligned with your highest priorities.
- Make sure your to-do lists include things beyond work.

### IF ACHIEVER IS A LESSER THEME FOR YOU:

Think about how you get things done. Even if you lack the intensity or drive of the Achiever theme, you no doubt accomplish meaningful outcomes.

- Among your top themes, find those that provide you with energy and motivation. Focus, Maximizer, or Responsibility talents may be the fire that can fuel your endeavors in the same way that the Achiever talents do for others.
- If you have a smartphone or other mobile device, find a powerful app that can help you keep track of the important tasks you need to accomplish each day. Use this technology to push you toward completing your goals.
- Look for collaborative roles. The drive of those around you can often be contagious. Gravitate to high producers, and their energy will often rub off on you.
- Manage others' expectations by helping them understand that though you are not afraid of hard work, your primary motivation is more about quality, commitment, or service.





# INPUT®

PEOPLE EXCEPTIONALLY TALENTED IN THE INPUT THEME HAVE A CRAVING TO KNOW MORE. OFTEN THEY LIKE TO COLLECT AND ARCHIVE ALL KINDS OF INFORMATION.

People with strong Input talents are inquisitive. They always want to know more. They crave information. They like to collect certain things, such as ideas, books, memorabilia, quotations, or facts. Whatever they collect, they do it because it interests them. They find many things interesting and have a natural curiosity. The world is exciting precisely because of its infinite variety and complexity. A few minutes of surfing the Internet may turn into hours once their curiosity takes off. They constantly acquire, compile, and file things away. Their pursuits keep their minds fresh. And they know that one day some of the information or things they have gathered will prove valuable.

## ITS POWER AND EDGE

People with strong Input talents bring tools that can facilitate growth and performance. They love to provide relevant and tangible help to others. Their resourcefulness and curiosity lead them to store knowledge that can be culled and shared.

### IF INPUT IS A DOMINANT THEME FOR YOU:

Always explore; always be curious.

- Identify your areas of specialization and actively seek more information about them.
- Make time to read books and articles that stimulate you. Schedule regular time to do this.
- Deliberately increase your vocabulary. Intentionally collect new words and learn their meanings.
- You likely enjoy reading the dictionary and the encyclopedia — this might seem strange to some people, but for someone like you it is a good way to strengthen your self-concept.
- Devise a system to store and easily locate information. This can be as simple as a file for all the articles you have clipped or as sophisticated as a computer database.
- Identify situations in which you can share the information you have collected with other people.
- Accept that you will never feel that you know enough.

### IF INPUT IS A LESSER THEME FOR YOU:

If you lack the intensity of the Input theme, it does not prevent you from being curious or acquiring important information or knowledge. It likely indicates you are more selective about the types of information you seek and acquire.

- Among your top themes, find those that help you absorb and analyze the information you need to make good decisions. Analytical, Context, Deliberative, or Learner talents may help you gather, collect, and remember important information in the same way that Input talents do for others.
- People with high Input talents typically learn through reading. You may learn best through “doing,” so look for opportunities or roles where you can get hands-on experience.
- Be intentional and proactive about adding subject matter experts to your personal network. You do not have to be one yourself, as long as you know who to ask for information.
- Invite others to help you brainstorm and refine ideas when you need to make an important decision. Seek out people who have subject matter experience or interest and different opinions or beliefs than yours. Their collection of information and knowledge can help inform your decision.