



CliftonStrengths® Top 5 for Michael Burns

This report presents your five most dominant CliftonStrengths revealed by your responses to the CliftonStrengths assessment. Use this report to learn more about these strengths, how they uniquely show up in your life and how you can use them to fulfill your potential.

1. Individualization®

You are intrigued with the unique qualities of each person. You have a gift for figuring out how different people can work together productively.

2. Strategic®

You quickly spot patterns and issues that others miss. You generate alternative paths forward and choose the most effective one.

3. Learner®


You have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excites you.


4. Ideation®

You are fascinated by ideas. You see connections that others don't and can view the world from different perspectives.


5. Competition®

You measure your progress against the performance of others. You love contests and need to win.

 **EXECUTING** themes help you make things happen.

 **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

 **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

 **STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.



- 1. Individualization
- 2. Strategic
- 3. Learner
- 4. Ideation
- 5. Competition

You Are Uniquely Powerful

Your unique sequence of CliftonStrengths and the personalized Strengths Insights in this report are the result of your answers to the CliftonStrengths assessment.

We designed this report to help you learn more about your most dominant CliftonStrengths: what they are, how they interact and how to use them to succeed.

What do the colors mean?

Each of the 34 CliftonStrengths fits into one of four domains. These domains describe how CliftonStrengths helps you execute, influence others, build relationships, and absorb and think about information.

EXECUTING

- | Achiever
- | Arranger
- | Belief
- | Consistency
- | Deliberative
- | Discipline
- | Focus
- | Responsibility
- | Restorative

INFLUENCING

- | Activator
- | Command
- | Communication
- | Competition
- | Maximizer
- | Self-Assurance
- | Significance
- | Woo

RELATIONSHIP BUILDING

- | Adaptability
- | Connectedness
- | Developer
- | Empathy
- | Harmony
- | Includer
- | Individualization
- | Positivity
- | Relator

STRATEGIC THINKING

- | Analytical
- | Context
- | Futuristic
- | Ideation
- | Input
- | Intellection
- | Learner
- | Strategic



RELATIONSHIP BUILDING

1. Individualization®

What Is Individualization?

People with strong Individualization talents understand and are intrigued by others’ unique qualities. Impatient with generalizations, they focus on the differences among individuals. They instinctively observe each person’s style and motivation, how each thinks, and how each builds relationships. They keenly observe other people’s strengths and draw out the best in each person. Their Individualization talents help them build productive teams. While some search for the perfect team “structure” or “process,” these employees know instinctively that the secret to great teams is casting by individual strengths — so that everyone can do a lot of what they already do well.

Why Your Individualization Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

- Individualization
- Strategic
- Learner
- Ideation
- Competition

It’s very likely that you may sense when a person requires your assistance. You might initiate conversations with timid individuals who struggle to express their thoughts or feelings. Occasionally you respond to people even before they state their needs. Some of them conclude you are caring and kind.

Because of your strengths, you are a good ally for people who are uncomfortable or overwhelmed at the prospect of interpreting numerical information. Numbers are your language. They speak to you. They tell you stories. They allow you to make sense of things. You can take them apart and reconfigure them. You understand and appreciate the logic embedded in data.

Driven by your talents, you may recognize some of the strengths, limitations, likes, dislikes, goals, or fears that distinguish one human being from another. You might sense the ever-changing moods or thought patterns of certain individuals. These insights might allow you to adjust your behavior or speech moment by moment. Perhaps your responses show particular people you care or understand what they are feeling, thinking, or experiencing.

By nature, you may adopt a more favorable outlook on life when you can identify the conditions that produced certain outcomes. Perhaps you need to know why something did or did not happen. You might be impelled to examine some of the details of specific events, processes, programs, or mechanisms.

Chances are good that you repeatedly let people benefit from your sound reasoning and logical assessment of opportunities, problems, regulations, policies, or proposed solutions.

**1. Individualization**

2. Strategic

3. Learner

4. Ideation

5. Competition

How Individualization Blends With Your Other Top Five Strengths

INDIVIDUALIZATION + STRATEGIC

You appreciate the rich diversity of humanity, and you can see and consider a broad range of possible options.

INDIVIDUALIZATION + LEARNER

You are comfortable with the variety of life and the diversity of people. You are equally effective learning about things or individuals.

INDIVIDUALIZATION + IDEATION

Your creativity is never general. Your best creativity is customized for someone in particular.

INDIVIDUALIZATION + COMPETITION

Some of your victories are the result of your insight into the unique natures of your opponents and of your allies.

Apply Your Individualization to Succeed

Explain how different people can do their best work together.

- ☐ Support others in discovering and appreciating what they do best, and then encourage them to work on projects and tasks that let them be successful.
- ☐ Help people become more aware of others' unique needs. Because you naturally notice how an individual thinks and builds relationships, people will come to you for insights into other people's motivations and actions.



STRATEGIC THINKING

2. Strategic®

What Is Strategic?

People with strong Strategic talents can sort through the clutter to find the best route. You can't teach this skill. It is a distinct way of thinking — a unique perspective on the world at large. This outlook allows them to see patterns where others see complexity. Mindful of these patterns, they 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 move forward.

Why Your Strategic Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Individualization	Strategic	Learner	Ideation	Competition
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It's very likely that you may be attracted to assignments that demand original and inventive thinking. In some cases, you track down new ideas, facts, or data. Your out-of-the-box thinking might challenge some people to abandon, or at the very least to question, specific conventional practices. When you cause one or two of them to suggest options, maybe their need to protect the status quo will be replaced by a desire to gather more information.

Chances are good that you might have a knack for identifying problems. You might generate alternatives for solving them. Sometimes you consider the pros and cons of each option. Perhaps you factor into your thinking prevailing circumstances or available resources. Maybe you feel life is good when you think you may be choosing the best course of action.

Driven by your talents, you sometimes bring an imaginative strategy to others' attention. You might enjoy partnering with people who rely on you to identify critical and recurring sequences of events, facts, or data.

Because of your strengths, you may enjoy teamwork because you can occasionally share your ideas or experiences with others. Sometimes you gain fresh perspectives or refine your thinking when you process your thoughts out loud to the group.

Instinctively, you can see solutions through different angles and configurations, and you often open yourself up to different perspectives to broaden your point of view.



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How Strategic Blends With Your Other Top Five Strengths

STRATEGIC + INDIVIDUALIZATION

You appreciate the rich diversity of humanity, and you can see and consider a broad range of possible options.

STRATEGIC + LEARNER

Your willingness to embrace new experiences or information enhances your ability to generate a wide range of possible options.

STRATEGIC + IDEATION

When you need to do something or get somewhere, you consider all possibilities. If none seem right, you create a new one.

STRATEGIC + COMPETITION

Contests can be physical or financial, but your victories are conceptual as you outwit and outguess your opponents.

Apply Your Strategic to Succeed

Think ahead to gain perspective.

- ☐ Take time to fully plan your path forward. While you easily see patterns where others see complexity, it is important to make time to envision these alternative scenarios.
- ☐ Practice explaining your decision-making process before talking with others. Doing this ensures people know you have considered different options and opinions to inform your decision.



STRATEGIC THINKING

3. Learner®

What Is Learner?

People with strong Learner talents constantly strive to learn and improve. The process of learning is just as important to them as the knowledge they gain. The steady and deliberate journey from ignorance to competence energizes Learners. The thrill of learning new facts, beginning a new subject and mastering an important skill excites people with dominant Learner talents. Learning builds these people’s 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 the “getting there.”

Why Your Learner Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

- Individualization
- Strategic
- Learner
- Ideation
- Competition

Driven by your talents, you typically are an eager and willing student. You genuinely derive satisfaction from examining new sources of information. You often arrive at conclusions about how to make certain things better.

Chances are good that you may ponder options rather than react without thinking through things. Sometimes you weigh the ramifications, consequences, outcomes, or effects. Sometimes you aim to understand the basic “whys” and “hows” of a situation, problem, or opportunity. Individuals might trust you to be cautious. They might expect you to raise important issues that require further consideration.

By nature, you may treasure opportunities to absorb knowledge or gather ideas from forward-looking thinkers. Perhaps you read their writings, listen to their presentations, or ask them questions about the future they envision. When you can conduct experiments or participate in hands-on activities, you might have a better grasp of their innovative ideas.

Because of your strengths, you sometimes toil without much rest. Maybe you want to pinpoint useful and intriguing facts. To some extent, you may need to explain why particular events unfolded as they did. Perhaps this information permits you to do more or better work.

Instinctively, you have the extra energy to work hard whenever you are acquiring information to broaden your base of knowledge. You desire to deepen your understanding of various topics, opportunities, problems, solutions, situations, events, or people.



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How Learner Blends With Your Other Top Five Strengths

LEARNER + INDIVIDUALIZATION

You are comfortable with the variety of life and the diversity of people. You are equally effective learning about things or individuals.

LEARNER + STRATEGIC

Your willingness to embrace new experiences or information enhances your ability to generate a wide range of possible options.

LEARNER + IDEATION

Your creative innovation often springs from a willingness to embrace your curiosity and to engage in continuous education.

LEARNER + COMPETITION

You like contests where you compare your performance with that of others, but you get bored if you never try a new contest.

Apply Your Learner to Succeed

Develop expertise in areas that interest you the most.

- ☐ Regularly study new topics and skills. Challenge yourself to learn about complex ideas, programs or experiences others might not want to explore.
- ☐ Refine how you develop your expertise. For example, you might learn best by beginning a new project; if so, find new tasks or projects to start. Or you might learn best by teaching; if so, find ways to present to others.



STRATEGIC THINKING

4. Ideation®

What Is Ideation?

People with strong Ideation talents are creative and appreciate originality. They relish free-thinking experiences such as brainstorming and discussion groups. They have a natural capacity to consider issues from multiple perspectives. They revel in taking the world we all know and turning it around so people can view it from a strangely enlightening angle. They think outside the box. They are fascinated by new ideas and concepts, which come to them easily. They love ideas because they can be profound, they can be novel, they can be clarifying, they can be contrary, and they can be bizarre. For all of these reasons, they derive a jolt of energy whenever a new idea occurs to them.

Why Your Ideation Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Individualization	Strategic	Learner	Ideation	Competition
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By nature, you may ask people for their points of view. You might listen and evaluate what they say. Perhaps you need to be the final decision maker. Maybe having control frees you to move to action quickly. To some degree, you trust your judgment to launch initiatives that win top awards.

Instinctively, you are concerned about what individuals think of you. You want them to recognize your ability to involve all kinds of people in groups or activities. Knowing others are watching and judging you probably is highly motivating.

Driven by your talents, you might take a creative route to your desired objective. Rather than have just one goal to consider, periodically you explore several alternatives. To some degree, you value innovation. To some degree, you dare to think differently. Timelines and time controls occasionally stifle your creativity. Perhaps you let the thinking process move at its own pace.

Chances are good that you tune in to people and figure out what they are saying and thinking about you. You are acutely aware of how individuals regard you. You probably curry — that is, try to win — the favor of some and seek to impress others.

It's very likely that you might engage in life with gusto. You sometimes approach assignments, tasks, projects, opportunities, or problems with a creative flair. You might take the innovative path rather than follow the traditional or tried-and-true ways of doing things.



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How Ideation Blends With Your Other Top Five Strengths

IDEATION + INDIVIDUALIZATION

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IDEATION + STRATEGIC

When you need to do something or get somewhere, you consider all possibilities. If none seem right, you create a new one.

IDEATION + LEARNER

Your creative innovation often springs from a willingness to embrace your curiosity and to engage in continuous education.

IDEATION + COMPETITION

To continue winning, you come up with new ways to stay ahead of the competition. Continuous winning demands innovation.

Apply Your Ideation to Succeed

Look for areas that would benefit from an innovative approach.

- ☐ Spend time with imaginative people discussing and refining your ideas. Together, you can think up new possibilities.
- ☐ Look for different connections and generate new insights when things don't make sense in a certain area. Whereas others might be unsure or unclear about what to do next, you can quickly brainstorm multiple options for consideration.

**INFLUENCING**

5. Competition®

What Is Competition?

Competition is rooted in comparison. For people with strong Competition talents, their performance is their ultimate yardstick. When they look at the world, they are instinctively aware of other people's performance. They aspire to be the best and will work hard to excel — especially when compared with others. It's not about the effort; it's about the win. Regardless of effort or intention, even if they reach their goal, their achievement will feel hollow if they did not outperform their peers. They need to compare. If they can compare, they can compete, and if they can compete, they can win.

Why Your Competition Is Unique

These Strengths Insights are personalized based on your CliftonStrengths results.

Individualization

Strategic

Learner

Ideation

Competition

Because of your strengths, you may be attracted to contests where the first-place prize is cash. The bigger the monetary reward, the more enthused you might be to vie for it.

It's very likely that you might move your colleagues closer to the victory circle by insisting they are on the very best team. Perhaps you challenge them to protect their reputation as winners.

Instinctively, you may be exceptionally motivated when you are pitted against others — especially when only one person can be declared the very best. Your desire to capture the top prize or finish in first place may drive your choices or explain your behavior.

Driven by your talents, you occasionally outwit or outmaneuver your rivals. Perhaps you aim to distinguish yourself as the champion. Maybe your fear of losing fuels your desire to be victorious.

By nature, you routinely concentrate your time, effort, energy, or money on things you want to do better. Perhaps you work hard to develop in your areas of weakness. When you are successful, you may increase your chances of being the best or declared "number one." Sometimes you are motivated when your results are compared to those of others.



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How Competition Blends With Your Other Top Five Strengths

COMPETITION + INDIVIDUALIZATION

Some of your victories are the result of your insight into the unique natures of your opponents and of your allies.

COMPETITION + STRATEGIC

Contests can be physical or financial, but your victories are conceptual as you outwit and outguess your opponents.

COMPETITION + LEARNER

You like contests where you compare your performance with that of others, but you get bored if you never try a new contest.

COMPETITION + IDEATION

To continue winning, you come up with new ways to stay ahead of the competition. Continuous winning demands innovation.

Apply Your Competition to Succeed

Identify scores against which you can measure your achievements.

- ☐ Measure your success in your most important tasks. Ask those around you for feedback to ensure you are not sacrificing relationships for the sake of winning.
- ☐ Find someone you admire to use as a standard for success. Comparing your progress against theirs will give you a measurement for winning you can be proud of.

What's Next?

Take these steps to start unlocking your full potential using your CliftonStrengths.



Learn to Use Your Dominant Strengths

Read about each of your top five CliftonStrengths in this report and reflect:

- What did you read that **inspires** you?
- What did you read that **surprises** you?
- What did you read that **excites** you?
- What did you read that **challenges** you?

Click [here](#) or scan the QR code to complete the following exercise for each of your top five CliftonStrengths:

Name It

- Pick one of your top CliftonStrengths.
- List the words or phrases you read about this strength that resonate strongly with you.

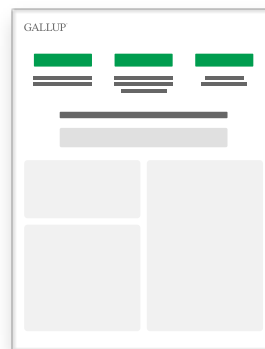
Claim It

- When has this strength helped you be successful in the past?
- How does this strength help you be successful in your role?

Aim It

- In what two ways could you start using this strength more intentionally right away?

Hint: Read the action items in this report and on your my.gallup.com dashboard for ideas.



[Click to View Activity](#)



Use Your Resources in Gallup® Access



Our dedicated platform is focused on helping you fulfill your potential using your CliftonStrengths.

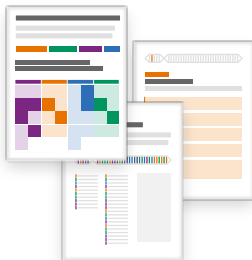
Click [here](#) or scan the QR code to sign in to your my.gallup.com account.

Inside, you'll find articles, videos, learning modules and other tools created specifically for your strengths-based development.



Explore All 34 of Your CliftonStrengths®

Already have your CliftonStrengths 34 report? Great! Take some time to explore your full results.



If you don't have it yet, [click here](#) or scan the QR code to learn how your CliftonStrengths 34 report can help you:

- reveal your complete talent profile of 34 CliftonStrengths
- learn how to use your top 10 CliftonStrengths to set and achieve goals
- navigate your 11-34 CliftonStrengths, including understanding and managing weaknesses



Apply Your CliftonStrengths® in Specific Roles

Take time to explore any role-based CliftonStrengths reports you already have.

If you don't have any, [click here](#) or scan the QR code to browse a range of reports tailored to specific roles and responsibilities.

We offer a suite of reports designed to help you use your CliftonStrengths to excel in various areas, whether it's in management, leadership or even as a student.



Engage in a Conversation About Your CliftonStrengths®



Share your CliftonStrengths results with the people closest to you, including your family, friends, coworkers and teammates.

Spend time talking about your CliftonStrengths with a coach, manager, mentor or adviser — someone invested in your personal and professional development.

[Click here](#) or scan the QR code for helpful ways to share and discuss your CliftonStrengths with others.

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