

## Top Five Report for Tim Schabel (TIM SCHABEL)

### Relator

Relator describes your attitude toward your relationships. In simple terms, the Relator theme pulls you toward people you already know. You do not necessarily shy away from meeting new people-in fact, you may have other themes that cause you to enjoy the thrill of turning strangers into friends-but you do derive a great deal of pleasure and strength from being around your close friends. You are comfortable with intimacy. Once the initial connection has been made, you deliberately encourage a deepening of the relationship. You want to understand their feelings, their goals, their fears, and their dreams; and you want them to understand yours. You know that this kind of closeness implies a certain amount of risk-you might be taken advantage of-but you are willing to accept that risk. For you a relationship has value only if it is genuine. And the only way to know that is to entrust yourself to the other person. The more you share with each other, the more you risk together. The more you risk together, the more each of you proves your caring is genuine. These are your steps toward real friendship, and you take them willingly.

### Relator Sounds like this:

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

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

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

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## Individualization

Your Individualization theme leads you to be intrigued by the unique qualities of each person. You are impatient with generalizations or "types" because you don't want to obscure what is special and distinct about each person. Instead, you focus on the differences between individuals. You instinctively observe each person's style, each person's motivation, how each thinks, and how each builds relationships. You hear the one-of-a-kind stories in each person's life. This theme explains why you pick your friends just the right birthday gift, why you know that one person prefers praise in public and another detests it, and why you tailor your teaching style to accommodate one person's need to be shown and another's desire to "figure it out as I go." Because you are such a keen observer of other people's strengths, you can draw out the best in each person. This Individualization theme also helps you build productive teams. While some search around for the perfect team "structure" or "process," you know instinctively that the secret to great teams is casting by individual strengths so that everyone can do a lot of what they do well.

### 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 that little encouragement and checking in, and he gets fired up a little bit after that meeting. Whereas 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 mind. It sounds weird, doesn't it? But it happens all the time."

Giles G., *sales manager*: "I'm fairly new to this role, but I can remember a particular meeting very early on when we got stuck on one subject and kept going around and around. I got frustrated and suddenly thought, 'These people have never seen me get angry. Let me throw this out and see how each one reacts to it.' So I got angry, and it was interesting to see how certain people accepted it, some took it as a challenge, and others went into a big shell. Each one's reactions told me something useful about them, something I could use moving forward."

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."

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## Maximizer

Excellence, not average, is your measure. Taking something from below average to slightly above average takes a great deal of effort and in your opinion is not very rewarding. Transforming something strong into something superb takes just as much effort but is much more thrilling. Strengths, whether yours or someone else's, fascinate you. Like a diver after pearls, you search them out, watching for the telltale signs of a strength. A glimpse of untutored excellence, rapid learning, a skill mastered without recourse to steps—all these are clues that a strength may be in play. And having found a strength, you feel compelled to nurture it, refine it, and stretch it toward excellence. You polish the pearl until it shines. This natural sorting of strengths means that others see you as discriminating. You choose to spend time with people who appreciate your particular strengths. Likewise, you are attracted to others who seem to have found and cultivated their own strengths. You tend to avoid those who want to fix you and make you well rounded. You don't want to spend your life bemoaning what you lack. Rather, you want to capitalize on the gifts with which you are blessed. It's more fun. It's more productive. And, counterintuitively, it is more demanding.

### Maximizer Sounds like this:

Gavin T., *flight attendant*: "I taught aerobics for ten years, and I made a point of asking people to focus on what they liked about themselves. We all have parts of our body that we would like to change or that we would like to see differently, but to focus on that can be so destructive. It becomes a vicious cycle. So I would say, 'Look, you don't need to be doing that. Instead, let's focus on the attribute you like about yourself, and then we'll all feel better about expending all of this energy.' "

Amy T., *magazine editor*: "There is nothing I hate more than having to fix a poorly written piece. If I have given the writer a clear focus and she comes back with a piece that is completely off the mark, I almost can't bring myself to write comments on it. I'm more inclined to just hand it back to her and say, 'Just please start again.' On the other hand, what I love to do is take a piece that is so close and then refine it to make it perfect. You know, just the right word here, a little cut there, and suddenly it's a brilliant piece."

Marshall G., *marketing executive*: "I am really good at setting a focus for people and then building a sense of team spirit as we all march forward. But I am not so good at strategic thinking. Fortunately, I have a boss who understands that about me. We have been working together for quite a few years. He has found people who play the strategic role and at the same time stretched me to be even better at the focus and team-building role. I'm so lucky to have a boss who thinks this way. It's made me more secure and made me charge ahead much faster, knowing that my boss knows what I am good at and what I'm not good at; he doesn't bother me with the latter."

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## Strategic

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.

### Strategic Sounds like this:

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

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

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

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## Arranger

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.

### 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 30 variables, and get hung up trying to balance all 30. 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.' "

## Brief Descriptions of the 34 Themes of Talent Measured by the Clifton StrengthsFinder

### **Achiever**

People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.

### **Activator**

People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.

### **Adaptability**

People strong in the Adaptability theme prefer to "go with the flow." They tend to be "now" people who take things as they come and discover the future one day at a time.

### **Analytical**

People strong in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.

### **Arranger**

People strong 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.

### **Belief**

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

### **Command**

People strong in the Command theme have presence. They can take control of a situation and make decisions.

### **Communication**

People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.

### **Competition**

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

### **Connectedness**

People strong in the Connectedness theme have faith in the links between all things. They believe there are few coincidences and that almost every event has a reason.

### **Consistency**

People strong in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone in the world with consistency by setting up clear rules and adhering to them.

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## **Context**

People strong in the Context theme enjoy thinking about the past. They understand the present by researching its history.

## **Deliberative**

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

## **Developer**

People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.

## **Discipline**

People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.

## **Empathy**

People strong in the Empathy theme can sense the feelings of other people by imagining themselves in others' lives or others' situations.

## **Focus**

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

## **Futuristic**

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

## **Harmony**

People strong in the Harmony theme look for consensus. They don't enjoy conflict; rather, they seek areas of agreement.

## **Ideation**

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

## **Includer**

People strong in the Includer theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.

## **Individualization**

People strong 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.

## **Input**

People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.

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## **Intellection**

People strong in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

## **Learner**

People strong 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.

## **Maximizer**

People strong in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.

## **Positivity**

People strong in the Positivity theme have an enthusiasm that is contagious. They are upbeat and can get others excited about what they are going to do.

## **Relator**

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

## **Responsibility**

People strong 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.

## **Restorative**

People strong in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

## **Self-Assurance**

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

## **Significance**

People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.

## **Strategic**

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

## **Woo**

People strong in the Woo theme love the challenge of meeting new people and winning them over. They derive satisfaction from breaking the ice and making a connection with another person.