

The International Bestseller

Marcus co-author of
Buckingham First, Break All The Rules
and Donald O. Clifton

now,
Discover
your
Strengths

How to Develop Your
Talents and Those of
the People You Manage

Contents

Introduction: The Strengths Revolution at Work

The Revolution

“What are the two assumptions on which great organizations must be built?” 3

Two Million Interviews

“Whom did Gallup interview to learn about human strengths?” 8

I. THE ANATOMY OF A STRENGTH

Chapter 1. Strong Lives

The Investor, the Director, the Skin Doctor, and the Editor
“What does a strong life look like?” 15

Tiger Woods, Bill Gates, and Cole Porter
“What is a strength?” 20

Three Revolutionary Tools
“What do you need to build your life around your strengths?” 23

Chapter 2. Strength Building

Is He Always This Good?
“What can we learn about strengths from Colin Powell?” 33

Knowledge and Skills
“Which aspects of you can you change?” 35

CONTENTS

Talent

"Which aspects of you are enduring?" 42

II. DISCOVER THE SOURCE OF YOUR STRENGTHS

Chapter 3. StrengthsFinder

The Traces of Talent

"How can you identify your own talents?" 59

The StrengthsFinder Profile

"How does it work, and how do I complete it?" 67

Chapter 4. The Thirty-four Themes of StrengthsFinder

Achiever	75	Futuristic	98
Activator	76	Harmony	99
Adaptability	78	Ideation	101
Analytical	79	Includer	102
Arranger	80	Individualization	103
Belief	82	Input	105
Command	83	Intellection	106
Communication	84	Learner	107
Competition	86	Maximizer	109
Connectedness	87	Positivity	110
Consistency	88	Relator	112
Context	90	Responsibility	113
Deliberative	91	Restorative	115
Developer	92	Self-assurance	116
Discipline	94	Significance	118
Empathy	95	Strategic	119
Focus	96	Woo	120

III. PUT STRENGTHS TO WORK

Chapter 5. The Questions You're Asking

Are there any obstacles to building my strengths? 127

Why should I focus on my signature themes? 136

- Is there any significance to the order of my signature themes? 139
- Not all of the phrases in the theme description apply to me. Why? 141
- Why am I different from other people with whom I share some of the same themes? 142
- Are any of the themes “opposites”? 144
- Can I develop new themes if I don’t like the ones I have? 146
- Will I become too narrow if I focus on my signature themes? 149
- How can I manage around my weaknesses? 152
- Can my themes reveal whether I am in the right career? 163

Chapter 6. Managing Strengths

“Fidel,” Sam Mendes, and Phil Jackson
“What is the secret of their success?” 173

One By One

“How can you manage each of the thirty-four themes of StrengthsFinder?” 178

Chapter 7. Building a Strengths-based Organization

The Full Story

“Who is leading the strengths revolution at work?” 219

The Practical Guide

“How can you build a strengths-based organization?” 224

Appendix

A Technical Report on StrengthsFinder

“What research underpins the StrengthsFinder Profile, and what research is planned to refine the instrument?” 251