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# Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 02-12-2022



DON CLIFTON

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## YOUR TOP 5 THEMES

1. Analytical
2. Futuristic
3. Intellection
4. Restorative
5. Relator

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## What's in This Guide?

### 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

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### Analytical

#### SHARED THEME DESCRIPTION

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

#### YOUR PERSONALIZED STRENGTHS INSIGHTS

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

By nature, you may be able to evaluate certain situations and methodically think through things to make the right decision. You sometimes want to examine facts so you can determine how one piece of information does or does not fit neatly with the next one. Instinctively, you may enjoy instructing people. You might prefer to invest your time in trainees or students who appreciate your carefully reasoned approach to a topic. It's very likely that you carefully think through things prior to making important decisions or taking action. Usually you know exactly where you are headed and how you plan to get there. You need to know why a goal is important. You seldom act in haste. Driven by your talents, you may earnestly apply yourself to seeing certain things as they really are. Perhaps you bring a practical, matter-of-fact, and unsentimental outlook to discussions, projects, or planning meetings. Because of your strengths, you sometimes unravel how things function through your good reasoning. Perhaps you bring a certain degree of objectivity to your fact-finding. This may allow you to identify the basic pieces of a mechanism, program, process, regulation, or code. In addition, you might outline the sequence of steps or the placement of parts so things operate properly.

#### 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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# Futuristic

## SHARED THEME DESCRIPTION

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

## YOUR PERSONALIZED STRENGTHS INSIGHTS

### What makes you stand out?

Driven by your talents, you have a capacity for envisioning what the coming months, years, or decades could, should, or will be like. Frequently you are prompted to transform your ideas into things you can touch, taste, see, smell, or hear. Because of your strengths, you think a lot about the coming months, years, or decades. You gravitate to projects and study subjects that promise to shape the future. You enjoy talking about possibilities that exist only in your imagination. You probably worry about being left behind if what you know and do were no longer valued or needed. You prefer to be a pioneer and an inventor. It's very likely that you are energized by your plans for the coming months, years, or decades. Bringing your ideas to life is an exciting proposition for you. You sense you have the power to transform whatever you think is possible into tangible outcomes. By nature, you crave moments alone with your thoughts. You consider whatever arouses your intellectual curiosity. Setting aside time each week to explore your ideas is not only a pleasurable but a necessary activity for you. Chances are good that you are a visionary thinker. Your vivid mental images of the coming months, years, or decades often impel you to move into action.

## 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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# Intellection

## SHARED THEME DESCRIPTION

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

## YOUR PERSONALIZED STRENGTHS INSIGHTS

### What makes you stand out?

It's very likely that you may feel more optimistic about life during the weeks you invest at least five hours mulling over ideas, possible solutions, and/or opportunities. Perhaps you even reflect on past, present, or future events. Driven by your talents, you have kept conversations centered on ideas since childhood. As a child, you likely listened carefully to discussions among adults. This approach allowed you to join in without rocking the boat — that is, without causing trouble where none was welcome. Today, you continue to listen intently to collect information before adding your ideas, contributing your insights, offering your suggestions, or asking your questions. Because of your strengths, you are willing to spend time sharing your ideas with intelligent individuals. Of course, you want them to tell you their latest thinking. Conversations that involve a lot of questions and answers stimulate your mind. You know you have spent your time wisely when you have a number of new ideas, theories, or concepts to somehow file away or remember for future use. By nature, you delight in the opportunity to hear leading thinkers discuss their theories and insights. The “life of the mind” appeals to you greatly. You relish acquiring new information about profound, out-of-the-ordinary, or scholarly ideas. Instinctively, you may be an individual performer. Perhaps you welcome opportunities to acquire knowledge or ponder ideas on your own. To some extent, you seek and find solitary places where you can think without being distracted by people and noise.

## 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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## Restorative

### SHARED THEME DESCRIPTION

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

### YOUR PERSONALIZED STRENGTHS INSIGHTS

#### What makes you stand out?

It's very likely that you might appreciate straightforward people who tell you the truth about yourself and what they think of you. Sometimes you have the courage to ask for and hear their responses. Perhaps you are inclined to concentrate your energy on correcting certain problems, making specific upgrades, or eliminating personal deficiencies. Because of your strengths, you may create opportunities to spend time thinking with forward-looking people. You might rely on their vivid imaginations to help you figure out how to fix things in your personal or professional life. By nature, you might conclude that life is fulfilling when you concentrate on conquering your shortcomings. This partially explains why certain self-improvement programs appeal to you. You might gravitate to those that teach techniques you can put into practice. Chances are good that you sometimes put forth much effort and energy to reach your goals. Perhaps you aim to overcome your limitations or fix your mistakes. You might attempt to compensate for your lack of knowledge, skills, or talents in certain areas. To some degree, you feel successful when you can meet the minimum requirements or produce average results. Instinctively, you periodically reflect on what you need to do better. Sometimes you consider what someone else should upgrade. Occasionally you spot things that need to be fixed. Perhaps you are hardwired to see certain kinds of existing flaws or to detect specific opportunities to change things for the better.

### 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?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

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# Relator

## SHARED THEME DESCRIPTION

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

## YOUR PERSONALIZED STRENGTHS INSIGHTS

### What makes you stand out?

Instinctively, you may have friends who come to you for guidance, suggestions, or recommendations. Topics might include situations in their personal or professional lives. Because of your strengths, you might feel life is good when you are truthful about your talents, education, successes, experiences, or background. You attempt to dispel certain illusions you have about yourself or that others have about you. Maybe this is one of your priorities. When you do not pretend to be someone you are not, you might be happier. Driven by your talents, you sometimes are honest with yourself about yourself. You might be candid about your limitations when you are talking with certain individuals. Perhaps you are comfortable admitting you need to do some things better, more completely, or more perfectly. By nature, you consistently measure up to your high expectations when working, studying, or playing. It's very likely that you might be a better trainer when you can coach individuals who have a strong desire for victory. Perhaps you invest a lot of energy and time helping teammates excel or work well with the group. To some extent, you are eager to be on teams that outperform every opponent.

## 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?

*Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.*



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## Questions

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

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### Analytical

#### IDEAS FOR ACTION:

Choose work in which you are paid to analyze data, find patterns, or organize ideas. For example, you might excel in marketing, financial, or medical research or in database management, editing, or risk management.

Whatever your role, identify credible sources on which you can rely. You are at your best when you have well-researched sources of information and numbers to support your logic. For example, determine the most helpful books, websites, or publications that can serve as references.

Your mind is constantly working and producing insightful analysis. Are others aware of that? Find the best way of expressing your thoughts: writing, one-on-one conversations, group discussions, perhaps lectures or presentations. Put value to your thoughts by communicating them.

Make sure that your accumulation and analysis of information always leads to its application and implementation. If you don't do this naturally, find a partner who pushes you from theory to practice, from thinking to doing. This person will help ensure that your analysis doesn't turn into paralysis.

Take an academic course that will expand your Analytical talents. Specifically, study people whose logic you admire.

Volunteer your Analytical talents. You can be particularly helpful to those who are struggling to organize large quantities of data or having a hard time bringing structure to their ideas.

Partner with someone with strong Activator talents. This person's impatience will move you more quickly through the analytical phase into the action phase.

You may remain skeptical until you see solid proof. Your skepticism ensures validity, but others may take it personally. Help others realize that your skepticism is primarily about data, not people.

Look for patterns in data. See if you can discern a motif, precedent, or relationship in scores or numbers. By connecting the dots in the data and inferring a causal link, you may be able to help others see these patterns.

Help others understand that your analytical approach will often require data and other information to logically back up new ideas that they might suggest.

#### 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.
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## Futuristic

### 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.

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## Intellection

### IDEAS FOR ACTION:

Consider beginning or continuing your studies in philosophy, literature, or psychology. You will always enjoy subjects that stimulate your thinking.

List your ideas in a log or diary. These ideas will serve as grist for your mental mill, and they might yield valuable insights.

Deliberately build relationships with people you consider to be “big thinkers.” Their example will inspire you to focus your own thinking.

People may think you are aloof or disengaged when you close your door or spend time alone. Help them understand that this is simply a reflection of your thinking style, and that it results not from a disregard for relationships, but from a desire to bring the most you can to those relationships.

You are at your best when you have the time to follow an intellectual trail and see where it leads. Get involved on the front end of projects and initiatives, rather than jumping in at the execution stage. If you join in the latter stages, you may derail what has already been decided, and your insights may come too late.

Engaging people in intellectual and philosophical debate is one way that you make sense of things. This is not the case for everyone. Be sure to channel your provocative questions to those who similarly enjoy the give and take of debate.

Schedule time for thinking; it can be energizing for you. Use these occasions to muse and reflect.

Take time to write. Writing might be the best way for you to crystallize and integrate your thoughts.

Find people who like to talk about the same issues you do. Organize a discussion group that addresses your subjects of interest.

Encourage people around you to use their full intellectual capital by reframing questions for them and by engaging them in dialogue. At the same time, realize that there will be some who find this intimidating and who need time to reflect before being put on the spot.

## 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.

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## Restorative

### IDEAS FOR ACTION:

Seek roles in which you are paid to solve problems or in which your success depends on your ability to restore and resolve. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service.

Don't be afraid to let others know that you enjoy fixing problems. It comes naturally to you, but many people shy away from problems. You can help.

Give yourself a break. Your Restorative talents might lead you to be overly self-critical. Try to redirect this either toward things about yourself that can be fixed, such as knowledge or skill deficits, or toward external, tangible problems.

Let other people solve their own problems. You might want to rush in and solve things for them, but by doing that, you might hinder their learning. Watch out for this, particularly if you are in a manager, coach, teacher, or parent role.

Turnaround situations activate your natural forté. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business, or team.

Leverage your Restorative talents not only to tackle existing problems, but also to anticipate and prevent problems before they occur. Share your foresight and your solutions with others, and you will prove yourself a valuable partner.

Study your chosen subject closely to become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution that much faster.

Think about ways you can improve your skills and knowledge. Identify any gaps you have and the courses you can take to fill them.

Constant improvement is one of your hallmarks. Seek opportunities to enhance your abilities through a demanding field, activity, or endeavor that requires exceptional skill and/or knowledge.

Use your Restorative talents to think of ways to “problem proof” your work. Identify existing and

potential issues, and design systems or processes to prevent errors in the future.

## 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.

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## Relator

### IDEAS FOR ACTION:

Find a workplace in which friendships are encouraged. You will not do well in an overly formal organization. In job interviews, ask about work styles and company culture.

Deliberately learn as much as you can about the people you meet. You like knowing about people, and other people like being known. By doing this, you will act as a catalyst for trusting relationships.

Let it be known that you are more interested in the character and personality of others than in their status or job title. This is one of your greatest talents and can serve as a model for others.

Let your caring show. For example, find people in your company to mentor, help your colleagues get to know each other better, or extend your relationships beyond the office.

No matter how busy you are, stay in contact with your friends. They are your fuel.

Be honest with your friends. True caring means helping the other person be successful and fulfilled. Giving honest feedback or encouraging your friend to move out of a role in which he or she is struggling is a compassionate act.

You probably prefer to be seen as a person, an equal, or a friend, rather than as a function, a superior, or a title. Let people know that they can address you by your first name, rather than formally.

You might tend to withhold the most engaging aspects of your personality until you have sensed openness from another person. Remember, building relationships is not a one-way street. Proactively “put yourself out there.” Others will quickly see you for the genuine individual you are, and you will create many more opportunities to cultivate strong, long-lasting connections.

Make time for family and close friends. You need to spend quality moments with those you love in order to “feed” your Relator talents. Schedule activities that allow you to get even closer to the people

who keep you grounded and happy.

Make an effort to socialize with your colleagues and team members outside of work. It can be as simple as lunch or coffee together. This will help you forge more connected relationships at work, which in turn can facilitate more effective teamwork and cooperation.

## 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.

### ANALYTICAL SOUNDS LIKE THIS:

Jose G., school system administrator: “I have an innate ability to see structures, formats, and patterns before they exist. For instance, when people are talking about writing a grant proposal, while I’m listening to them, my brain instinctively processes the type of grants that are available and how the discussion fits into the eligibility, right down to the format of how the information can fit on the grant form in a clear and convincing way.”

Jack T., human resources executive: “If I make a claim, I need to know that I can back it up with facts and logical thinking. For example, if someone says that our company is not paying as much as other companies, I always ask, ‘Why do you say that?’ If they say, ‘Well, I saw an ad in the paper that offers graduates in mechanical engineering five grand more than we are paying,’ I’ll reply by asking, ‘But where are these graduates going to work? Is their salary based on geography? What types of companies are they going for? Are they manufacturing companies like ours? And how many people are in their sample? Is it three people, and one of them got a really good deal, thus driving the overall average up?’ There are many questions I need to ask to ensure that their claim is indeed a fact and not based on one misleading data point.”

Leslie J., school principal: “Many times, there are inconsistencies in the performance of the same group of students from one year to the next. It’s the same group of kids, but their scores are different year to year. How can this be? Which building are the kids in? How many of the kids have been enrolled for a full academic year? Which teachers were they assigned to, and what teaching styles were used by those teachers? I just love asking questions like these to understand what is truly happening.”

### 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.”

### INTELLECTION SOUNDS LIKE THIS:

Lauren H., project manager: “I suppose that most people who meet me in passing presume that I am a flaming extrovert. I do not deny the fact that I love people, but they would be amazed to know how much time alone, how much solitude, I need in order to function in public. I really love my own company. I love solitude because it gives me a chance to allow my diffused focus to simmer with something else. That’s where my best ideas come from. My ideas need to simmer and ‘perk.’ I used this phrase even when I was younger: ‘I have put my ideas in, and now I have to wait for them to perk.’”

Michael P., marketing executive: “It’s strange, but I find that I need to have noise around me or I can’t concentrate. I need to have parts of my brain occupied; otherwise, it goes so fast in so many directions that I don’t get anything done. If I can occupy my brain with the TV or my kids running around, then I find I concentrate even better.”

Jorge H., factory manager and former political prisoner: “We used to get put into solitary confinement as a punishment, but I never hated it as much as the others did. You might think that you would get lonely, but I never did. I used the time to reflect on my life and sort out the kind of man I was and what was really important to me: my family, my values. In a weird way, solitary actually calmed me down and made me stronger.”

### RESTORATIVE SOUNDS LIKE THIS:

Nigel L., software designer: “I have these vivid memories of my childhood woodworking bench with hammers and nails and wood. I used to love fixing things and putting things together and making everything just so. And now with computer programs, it’s the same thing. You write the program, and if it doesn’t work, you have to go back and redo it and fix it until it works.”

Jan K., internist: “This theme plays in my life in so many ways. For example, my first love was surgery. I love trauma, love being in the OR, love sewing. I just love fixing things in the OR. Then again, some of my best moments have been sitting at the bedside of a dying patient, just talking together. It is incredibly rewarding to watch someone make the transition from anger to acceptance about grief, to tie up loose ends with family members, and to pass with dignity. And then with my kids, this theme fires every day. When I see my three-year-old buttoning her sweater for the first time and she buttons it crooked, I feel this powerful urge to walk up and rebutton the sweater. I have to resist, of course, because she has to learn, but, boy, it’s really hard.”

Marie T., television producer: “Producing a morning TV program is a fundamentally clumsy process. If I didn’t like solving problems, this job would drive me up the wall. Every day, something serious goes wrong, and I have to find the problem, fix it, and move on to the next one. If I can do that well, I feel rejuvenated. On the other hand, if I go home and a problem remains unsolved, then I feel the opposite. I feel defeated.”

### RELATOR SOUNDS LIKE THIS:

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.”

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 my friend’s wing, and I’d be dead if he couldn’t get me back safely.”

Jamie T., entrepreneur: “I’m definitely selective about my relationships. 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, 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.”

## QUESTIONS

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?