



HEALTHY WEIGHT IN HEALTHCARE

— with Katrina Ubell, MD —

Katrina Ubell:

Hi everyone, welcome to this week's podcast. I am super excited to introduce Jennifer Thornton today. She is a certified Clifton Strengths coach. If you don't know what that is, you're gonna find out a lot more in the interview that you're about to hear. She's been in commercial and human resources leadership for more than 20 years. She now has her own company where she coaches individuals and businesses to help them utilize their innate strengths to achieve their dreams and goals. This was such a fascinating discussion, and I cannot wait for you to listen in. I'm totally obsessed with strengths right now. Alright you guys, I'll talk to you next week. Enjoy.

Hi Jennifer, welcome to the podcast.

Jennifer Thornton:

Hi, how are you today?

Katrina Ubell:

I am great. I'm so excited to have you on here. As you know, I stumbled upon the whole strengths thing a couple months ago when we were both in an online business coaching program, and that's how I found you was through that program. In that program they recommended that we find out what our strengths are, and then I found out that you are actually a strengths coach. When I started circling back around and looking at what my strengths were, I thought, "I might be interested in having somebody help me to interpret this." And I started reading more about it, and I just started thinking, "Oh my gosh. My listeners and clients have got to know about this. Like, how come nobody brought this to our attention in high school when I took that test that told me what kind of career I should have? I should have been doing this instead." This would have been so much better. I'm totally excited to talk about this today. But before we really get going into the strengths, I wanted to have you start off by telling us about your background, how you discovered the strengths and who you're working with now.

Jennifer Thornton:

I discovered strengths back in 2008. The book *Now, Discover Your Strengths* was very popular and it had come out and many people were taking the survey. And like many people, still to this day, they take the survey and they go, "Oh wow, that's a lot of fun." And they pack it away and put it in a drawer and file it away, and they don't think about it much anymore. And I did that. So fast forward a few years later, and I actually had a supervisor who was a strength based coach,

and our conversations were incredibly strength based. When she provided feedback or coaching to me, she always talked to me about my strengths and helped me learn how to dial it up and dial it down. And through that process, I really started to fall in love with strengths, and really started to fall in love with my strengths and learning how to use those to improve not only my relationships in the workplace, but also at home and with friends and everyone else.

I, from there, decided to become a certified strength coach myself, and for many years I used it in my role as a director or international HR for a large retail organization. And in international business, we don't have a common language and we don't have a common culture, so we use strengths to create our common culture. It was a really, really interesting situation, because then, instead of someone kind of like, "I don't get that, it's because they're this way or that way," we started to appreciate each other's strengths and really understood how to leverage each other, and it really broke down the barriers of cultural differences and language differences.

So over time we built that culture, and then today I have my own practice, 304 Coaching, and I work primarily with small to medium size businesses to create a culture of strengths in the environments to improve engagements, reduce turnover, improve customer satisfaction, and those types of things, and then I also have a lot of individual clients, and they're usually high achievers that want to achieve even more than they do.

Katrina Ubell: I don't know anything about high achievers.

Jennifer Thornton: No, not at all. So, as we know, high achievers still want to achieve many things, and I know that you were born achiever because the assessment tells me so, and you're top 10.

Katrina Ubell: That is awesome, that's terrific. Most of the listeners who are listening to this are not gonna know what this strengths thing is. Give us a background as to the company that puts on the test, what the test involves and what the answers mean when they get spit out.

Jennifer Thornton: Yeah. The Clifton Strength Finder Assessment, it's been around for a lot of years. Don Clifton, the creator of it, he worked with Gallup, which we all know it loves data. Don Clifton had this dream that every day everyone woke up, it was gonna be a positive day because they were gonna be able to use their strengths, and be able to emotionally let go of what their weaknesses were. It started a real revolution. They based the original survey on two million people, but today over 16 million people have taken the strength finder assessment around the world, it comes in many, many different languages. And today there's more than just one book, there's Strength Based Parenting, Strength Based Marriages, Strength Based Leadership, Your Basic 2.0. So now it's being used in a lot of different ways, and Gallup has been incredibly committed to providing learning experiences for their coaches, and really pushing us to bring that message out to

the world and help people really wake up every day and enjoy life, and do what makes them best.

Katrina Ubell: There's a lot of power in this test. It's not something like there might be a lot of error to it, right?

Jennifer Thornton: Absolutely, yeah. There's a ton of data behind it, a ton of research, and anyone who wants the data, the research, it's out there on Gallup. They're very open with it, and they do love to share it.

Katrina Ubell: The test takes about 20 minutes, right?

Jennifer Thornton: Yeah, 20 to 30.

Katrina Ubell: Okay. And you're kind of limited in terms of time, like you only get a certain amount of time to answer each question, so when you do it, you need to be focused, like nobody interrupt me. In fact, when my husband was taking it, I texted him. He's like, "I timed out on one of the questions because you were texting me." I was like, "Sorry."

Jennifer Thornton: Yeah, sorry about that. Yeah, definitely, you want to be very focused, you want to take some good cleansing breaths before you start, because, like any test or assessment out there, it's only as great as the information you provide it. So really making sure you're in the mindset to be honest with yourself so that you get the results that you're looking for, and you're able to really leverage your strengths in multiple areas of your life.

Katrina Ubell: Yeah. When I started reading a little more about it, one thing that really appealed to me was this idea that so often, just the world society, I think our culture is about figuring out what your weaknesses are and then becoming really good at them.

Jennifer Thornton: Never gonna happen.

Katrina Ubell: Never gonna happen, right? It's like, you may need to become more competent at your weaknesses, depending on what your job is. If you're somebody who's not great at making conversation and you're a doctor, you might need to get a little bit better at making small talk with people, just so that your patients feel like you can interact with them. But are you gonna be the most amazing chit-chatter ever? No. I love the idea of like, if you're not great at public speaking, you can get to the point where you can competently speak in public, but you're never gonna be the super amazing motivational speaker, like base your entire career on speaking.

For me, that's so liberating. Don't try to make yourself who you think you should be or what you see someone else doing. Instead, figure out what you're actually best at and then focus on figuring out how to apply that to what you're doing

now. Because I think taking this test can be really helpful when you're in high school, or even if you're trying to figure out, we might have some listeners who are in medical school or in residency trying to figure out what specifically they want to do in terms of their field in medicine or their specialty, and I think this can be really helpful. But for those of us who are well past that, who've already made those decisions and are not going back, you can still look at it like how can I craft my day, my schedule, just my career, even the way I interact maybe with the staff and everything like that to play to my strengths so that I like my job so much better, ultimately, right? That's what we wind up wanting to do.

But then also how it plays into our personal lives as well. Now you know your strengths, now what? If you're somebody who finds themselves overeating or wanting to lose some weight, you take your strengths and then you know what your goals are. How do you put those together?

Jennifer Thornton: I love that question, because it hits home for me. I have a strength based coach, I think everyone in the world should, and one of the things that I worked on a while back was really focusing on my health and putting my health as a priority. It was difficult for me, because I wanted to do other things that seemed, for me, at a higher level of responsibility. So I really sat down with my coach and looked at my strengths and said, "How do I create a healthy living style, system, exercise routine that fits my strengths, so I do it my way?" Because I can't do it anyone else's way.

Katrina Ubell: If you're signing up for anyone else's plan, it's their way.

Jennifer Thornton: Their way, absolutely. And if you found someone who, their way is perfect for you, that's great, but what are the odds? What I did is I looked at responsibility. I have responsibility in my top strengths, and I knew if I was responsible to someone, I am not letting them down. Every day at 5:30 in the morning, the alarm goes off and go walk with my neighbor. And when the alarm goes off, what gets me out of bed is my responsibility. It's not that I'm dying to do walk in the Texas heat at 5:30 in the morning, it's that I committed to a very important friend of mine, and if I've committed, I'm gonna show up and do it.

The other thing I did is I took my learner. If I am getting bored with something I enjoy, like yoga, then I take my learner, I go, "Alright, I'm getting bored, which means my learner is not getting fed," and I go to a website or a blog, or something that allows me to learn something new about yoga, and that gets my brain going and my excitement going, and then I'm like, "Oh I can't wait to go to yoga again," because my learner is getting excited.

Katrina Ubell: And I totally identify with that because learner is number two for me.

Jennifer Thornton: Absolutely.

Katrina Ubell: I never really put two and two together with the idea that yeah, what I do is I get really excited about something and then I burn out on it, and then on to the next thing, versus going, "No, I would like to do this and I would like to stay interested and focused on this." The way I should do that then, I'm learning from you, is keep learning about that.

Jennifer Thornton: Absolutely, yeah. You and I both have input, and input people love to collect information. One of the things I do is I have a Pinterest account, and as I find things that are interesting about writing or yoga, I start clipping them. And I know that when I start to do that again my strengths are getting fed and I'm excited about getting up out there and managing my health, my way.

Katrina Ubell: Yeah, that's so good, I love that. Let's talk a little bit about competition too, since competition is one of the strengths.

Jennifer Thornton: Okay.

Katrina Ubell: If somebody had competition high in their strengths, how would you recommend they apply that?

Jennifer Thornton: People with competition, obviously they love the thrill of the victory, but they do have to decide, how does that show up for them? It's very important in strengths to decide that first. If that is a competition where you really enjoy as an individual, that you really like to win as an individual, be responsible for your own victory, then using your competition, maybe get on an app and compete against other people on an app, or find a way to really measure yourself against others. If your competition shows up in a team way, where you like to be part of a team that wins and you're okay with other people coming in and out, then look for a team sport, and use that competition to help support a team. If you thought about, maybe you have responsibility and competition. Being responsible to a team would be a really big deal and a big motivator to get out and practice some physical activity for your health.

Katrina Ubell: I think that's so cool. It's kind of like, how should I be working out? I don't just going to the gym, like not that motivating, but if it's like, yeah, I always liked playing soccer, I can find an over 40 league or something for women and actually make time to play and have fun, that would be a great way of doing that. That's a perfect example, for me, of seeing how you can take your strengths. You know your end result is you want to exercise more. Okay, let me look at my strengths and figure out a way to make that so that it actually happens.

Jennifer Thornton: Absolutely.

Katrina Ubell: At least in the least effortful way.

Jennifer Thornton: Well, and it's fun. You get up and you're excited and you're fun and you're happy, versus that, "Ugh, I told someone, I don't really want to do this, I hate this sport." It's about doing it your way so you're more likely-

Katrina Ubell: I know, I should be going to the gym, you know, like that. "I should be doing this, let me use that as a way to beat myself up some more."

Jennifer Thornton: Yeah, and I have relater really high and so do you, and I am not a fan of gyms. I'm very uncomfortable in them, because as a relater, I have to really bond with someone before I can really be vulnerable with them, and so for me, a gym is like the scariest place on Earth. But there's other people that just can't imagine not going to the gym every day.

Katrina Ubell: Yeah, they love it, it's like their energy. For me, I do so much better one-on-one in Pilates with no one else in the studio.

Jennifer Thornton: Absolutely, yeah, and you can really connect to your instructor, and even the more time you spend with your instructor, there's a good chance the more you're excited to go see that person, because that relater is really getting fed for you.

Katrina Ubell: And then responsibility is also high for me, and I feel responsible, I can't let them down. I made that appointment, I need to show up. So good, so good. Who can benefit from knowing their strengths? Probably everybody, but are there people who are more likely to be the people who really should go take this test right away?

Jennifer Thornton: I do agree that everybody can benefit from this assessment. There's so many ways you can apply it and use it in your life. I think that people who are willing to do something with it, those are the people who should rush out right now and take the assessment. Because if it's just gonna be another piece of paper and you fell to the side, then that's nice and fine, you know what your strengths are, but if you're ready to really push yourself and find ways to be a better leader at work, to be a better spouse, to be a better parent, a better friend, focus on your health, focus on yourself, give back to your community. Whatever that is that's important to you, strengths is a way to do it your way.

Katrina Ubell: Yeah, I love that, that's so good. So good, oh my gosh. Say you take the test ...

Jennifer Thornton: Mm-hmm (affirmative).

Katrina Ubell: Well first of all, you recommend buying the book and getting the code to take the test first, because otherwise, I think if you just buy the code you can get the eBook, but if you're someone who likes the actual, physical paper book, which I am a person who likes that, then you would want to go buy the book, which is Strengths Finder 2.0, right?

Jennifer Thornton: Right. There's multiple books. Basic one is Strength Finder 2.0, and that's a great book. It'll come with one code. Depending on Amazon pricing, around those times it's \$17, but it has basic information about each strength in the book. There's also Strength Based Leadership, there's Strength Based Parenting books, there is Strength Based Marriage, so again, it depends. What's important to you, and, which book that might be right for you? And it'll allow you to have a little bit more information as you start to learn about your strengths.

Katrina Ubell: I thought it was good reading the book. I think I actually got the old version, which is now Discover Your Strengths. You can't even buy that new anymore, but I thought it was interesting, it gives you a little blurb, a little snippet of how that would show up for you, which was helpful, I think. Okay, that's good, so definitely you can do some interpretation of it on your own, but who do you think is the person who should work with the coach? Like the person who really is like, "Okay, either I'm not understanding or I want, like your saying, like really, I want to apply this now, I want some help in seeing how it all ... " I think what's hard in the book, is to figure out how it all interrelates. Like you were talking about the top 10 being so important to know, but it's not even what they are, it's how they configure together, right?

Jennifer Thornton: That's right. Yeah, the sum is greater than the parts when it comes to your strengths. And here's a fun fact: the chance of you finding someone else in the world with your same top five, in the same order is one in 33 million.

Katrina Ubell: That's so fun.

Jennifer Thornton: I know, so we're all super special, which I love. But that just goes to that combination is so important. Like I said, we were talking about the combination of competition and responsibility. Well we thought about how you use those together. But what if you had competition and adaptability. Maybe it looks really different for you, and a coach can help you really understand the combination of your strengths, and we're trained to hear your words, your voices, interpret some of the stuff you're dealing with so that we can help you discover the strengths that could be applied.

We do a lot of work with applying strengths to very specific goals, anything in your life, and I think one of the biggest powerful things strengths can do is help you learn how to have better relationships. Once you really understand how your strengths show up, and I know you've had your husband also take strengths, to help to get to know him better, not that you don't after all your years of marriage. But what happens is, when you understand someone else's strengths along with your own, that thing that annoys you about your spouse now becomes, "Oh, it's their strength." "I need you to dial down your futuristic, because I want to focus on the vacation this year, and not the vacation we're taking in five years."

Katrina Ubell: Right.

Jennifer Thornton: So instead of getting mad and frustrated, it gives you the ability to understand them and gives you some language to share in the home or at work.

Katrina Ubell: Mm-hmm (affirmative), totally. Well relater was number one for me, which is ... I don't know how you describe it, but I am thinking about it like I do really well one-on-one with people, and I really like to get to know people very, very well. I would much rather have fewer friends that I connect with on a really deep level than a whole slew of people that I know very superficially. It's so interestingly when my husband took his, relater was number one for him as well. It's so fascinating.

Jennifer Thornton: Yeah, and relaters are very loyal, and relaters give everything they have to a relationship because they can only have so many of them, because they give so much to it. When they pick someone and they say, "Hey, I'm with you," they give so much to that friendship or that partnership. And so you think about two relaters coming together, what a beautiful relationship where you're both so deeply committed. But relaters get their feelings hurt easily.

Katrina Ubell: And we have to manage our thinking.

Jennifer Thornton: Yeah, you have to manage it, because you're giving so much, if you don't get that in return sometimes it can upset you, and you just have to remind yourself, "Hey, I'm a relater, I know I give 110, that's who I am, and I accept that this person has all these other strengths they're bringing to this relationship, and so I'm okay with my version of 100% from them," and setting those expectations for yourself, instead of getting upset.

Katrina Ubell: The other thing that I found really interesting that I just want to throw out here really quickly is, I got the Strengths Based Parenting book, and I have not really read the book yet, but I did have my 11-year-old son take the assessment, which is shorter. I think at 15 and up they say you can do the regular test, and 14 ... What was it, 10 to 14 or something like that is the kid version. There are some emerging interests that he has, and seeing what his strengths were, I'm like, "Oh, that totally makes sense." Presence is one for him, he's been showing some interest in theater and music and things like that. So I immediately was just like, okay, this totally makes sense why team sports were never something he was super into. That's just not really his thing, and I wasn't really disappointed, I was just more ... I feel like knowing what his strengths are helped me to guide him or support him in what he will be strong at.

Achieving was one of his strengths, and with two doctors, two achievers it's not surprising. But I would say that we haven't necessarily always seen a bunch of that so far, but what I decided to do this summer from him was to, when I'm working here and he's home, I created a whole goal setting program for him so he's not just laying around, "What should I do all day?" We creates specific goals, different things he's gonna do and for how long, and this is how you're gonna know when you've achieved the goal, and we really quantified it. So today's our first day of really doing that, and he said to me, "This is so great. I

love knowing what I'm gonna do." And I was just like, see, this is so cool, and I know he's gonna respond well to that, or probably will. This is worth my time and effort, whereas if he has other strengths I might have been like, "You know, this is probably not gonna be a good fit for him. It's not trying to make him become anybody, it's just more knowing this would probably be ... It's gives me some direction, I guess is what I'm trying to say.

Jennifer Thornton: Yeah, little clues into his personality.

Katrina Ubell: Yeah, so I want to look into my strengths, as a parent as well, I haven't quite gotten there yet. But let's spend some time ... I took the whole test. You and I, in the past, have spent a little time just chit-chatting about what my top five are a little bit, but you like knowing at least the top 10, and we have purposefully not discussed this, because I wanted to have us have this conversation on the podcast. You tell me what you see. I feel like I'm having my fortune told. Here's my palms, what do you read?

Jennifer Thornton: Just to make sure that your listeners know your top five, your number one is relater, number two is learner, number three is input; four, futuristic; and five, responsibility. If we focus there on your top five today, we talked a little bit about your relationships with that relater. At times, do you feel like you're slow to warm up to people?

Katrina Ubell: Definitely.

Jennifer Thornton: Yeah, of course.

Katrina Ubell: I had to learn the skill of getting people to warm up to me very quickly as a pediatrician, because you walk in, they've got this brand-new baby, they have no reason to trust you or believe you or listen to anything you say, and within 10 to 15 seconds you need to be able to hook them, so to speak. I feel like over the course of many years of practice I developed that. But on a social setting it's totally different. Sometimes I'm like, gosh, I can be kind of aloof, and I don't really want to come across that way, but it is natural. If I end up striking up a conversation with somebody, I want to talk to them all night.

Jennifer Thornton: Yeah, yeah. And that is just such a typical relaters. Relaters have their friends from junior high and grade school. Do you have a lot of friends from then?

Katrina Ubell: You know, I'd read that and I'm like, I don't have a ton, but I feel like my friends, like the old friends from the past ... I'm definitely the kind of person, like I can pick up with somebody. We could have not talked for 10 years, we could pick up like we talked yesterday. I'm not super like, I need to talk to them all the time, but when we do or when we interact it's just like, yes, this is so fun and so great.

Jennifer Thornton: Yeah. And those relaters, again, they're all about quality versus quantity, so for you to have a two hour catch up conversation is more important than a random text three days a week, because you're not getting anything out of that.

Katrina Ubell: Totally.

Jennifer Thornton: Those big catch up, like we never dropped off, I've known you ever, it's like we talked yesterday. That really feeds into your relater for sure.

Katrina Ubell: Cool.

Jennifer Thornton: Yeah. You have learner and inputs, those two are often found together, and they're a lot to manage together.

Katrina Ubell: I'm a lot to manage.

Jennifer Thornton: You're a lot to manage, I know, I will admit I have learner and input too, so I feel for you. But learners, obviously we love to learn, and if that is not fed you can get a little off your game. You can get distracted, you can get to a place where you're just not excited about what you're doing, your job or your activities, and then you throw that input right on top of that. Input, they love to collect information, and however that seems to show up, if they like to collect books, if they like to collect data, for those of us who are really data and maybe they have analytical on top of input, they're really collecting a lot of data. That learner-input combination together is so important to manage, because do you ever feel like your brain is just always hungry?

Katrina Ubell: Yeah, I don't know if I would have used that phrase for it, but I always feel like there's way more that I want to know about than I ever have to find or devote to that, yeah, for sure.

Jennifer Thornton: Yeah, and that's definitely a learner's brain. There's just always something else you can know. The one thing to keep in mind, because with all strengths, we have manage them. Dial them up, dial them down. With learner, if you are so focused on learning, sometimes you can forget to activate. You know those professional students that we all love. And now, you have activator in top 10, so you have that, so you learn, and you put it in place. But if you didn't have that, it would be something you would want to think about, to make sure that you, at some point, stop learning and actually apply.

Katrina Ubell: Now one thing that you told me before that I found was so interested was, I told you how, if I like to learn so much, it was very interesting to me that I didn't particularly like to learn about my continuing medical education that I'm supposed to be doing all the time. How come I can't be desperately hungry to learn more about pediatrics? You reassured me that a learner doesn't mean you want to learn about everything, you just want to learn about what you're specifically interested in, and that could be like one or two things or maybe

more, but it's not like everything in the world you're interested in learning about.

Jennifer Thornton: Yeah, absolutely. It's not everything, it's things that are important to you. Some people show up, and they're very consistent about what they want to learn at, they just want to be really deep learning on one or two topics. And then there's people who just want to learn a little bit about everything. And you have futuristic in there too, so when you sought, like if you were doing your continuous education, did you look at some of the future thoughts of medicine versus the past? Did that ever show up and play in?

Katrina Ubell: I don't know, that's a good question. I think I was more thinking in the future I need to get these points so that I can regain my eligibility.

Jennifer Thornton: That would be your responsibility in your --

Katrina Ubell: I think that's more what I was thinking. And then activator, like I better get this done now. And I oftentimes would try to get it done early because I just hated having it over my head. I just wanted to get it done, and then I could just learn more about personal development and other things that I like to learn about.

Jennifer Thornton: You do have to find what you like to learn about, and when you do find those things, check in with yourself. The days get away from us, and all of a sudden it's like two months later and you're like, "I just don't feel quite like. I just feel a little off." And stop and ask if your strengths are being fed. That's a great way to start to rebalance yourself.

Katrina Ubell: One thing that I think, this just dawned on me. If I watch too much dumb TV, then I feel like, "Oh, I should be reading a book or something." But if I watch a documentary that I find very interesting, then I don't feel that way, right? I'm still feeding it, I'm still learning as I'm watching that. That is very interesting. And, I tend to really prefer to read non-fiction. A good fiction book, every now and then I'll read one and I'll enjoy it, but I'll wish it was real, you know?

Jennifer Thornton: My favorite genre is historic fiction. I can learn a little bit about history and also have a little bit enjoyment of the story. But yeah, historic fiction, I can't get enough of.

Katrina Ubell: That's so cool, fun.

Jennifer Thornton: Yeah. And then you have futuristic, and people with futuristic, they're always making decisions for the long run. Everything they do is about wherever that future is for them. They're incredible planners, they've always got a plan of what the five year plan is, a 10 year plan, and so they're really great at helping people say, "What are we doing today?" Because what does that mean for you in six months, and five years, and down the road? And they think of you as a health coach. Obviously, this is really a big deal. I would assume you use this a lot,

because all of those decisions we make every day do add up to how our health is managed long term.

Katrina Ubell: Right, exactly. Like, all your thoughts are creating your current results. Your thoughts from the past are creating your current results, so if you want different results in the future, you can't keep thinking the same thing and expect a different result. That's when people are like, "I don't know, this stuff seems kind of strange." I'm like, it's really not, because it's affecting your life in a daily basis, you just don't know it.

Jennifer Thornton: Yeah.

Katrina Ubell: But the other thing in coaching is we really have a big future focus. We don't spend a lot of time thinking about the past, why you think a certain way, what happened to you. It's really more like, why does it matter? It's just that you do think that way, so let's think to the future about what do you want to create and how can we make that happen, so I can definitely see that.

Jennifer Thornton: Yeah. And one thing I always caution my futuristic people about is to stop and smell the roses. Futuristic people move their bar constantly, and it's great because you're also an activator and an achiever, so it's probably very common for you to go, "Oh, well that's great but now I move my goal posts." But when you think of your loved ones around you, sometimes they need to stop and say, "Hey look, we did it." So I always caution people to look around you and pause when other need to celebrate a success with you.

Katrina Ubell: That's actually a really good point. In the book I had read about that. I think it was about achiever, it said you're always pretty much gonna have a baseline, low grade level of discontent. I was like, "Okay, good to know." I have the idea that you accomplish a goal, you're happy for a day or two and then the next new goal is set, and then you're on to working toward that. I think that's pretty true for me, so I think that's a good point. Just enjoy the success. But then also within the kind of coaching that I teach, there's gonna be this baseline level of discontent. That's going to be related to your thinking, and so you're gonna change your thinking. Or you can just accept like, there's gonna be some discontent and that's okay. You can just be okay with that and not make it mean anything besides like, I'm someone who's always just trying to move forward to the next goal. It doesn't mean something's wrong with me, it's just how I roll, and that's cool too.

Jennifer Thornton: Yeah, and when you're starting to feel that way, you can stop and say, "Why am I feeling this way?" Oh, my achiever's getting a little out of whack. I need to stop, I need to make a to-do list of things I've already done and still mark them off. Whatever it takes to get your achiever back into a managed level, and recognizing where those trigger points are and how they're coming at you.

Katrina Ubell: Yeah, totally. I don't know, I haven't seen any hard data on this, but I would imagine a lot of doctors have achieved in the top 10, just because you have to be driven to a certain extent to be able to get through the whole process, so how it shows up in your life probably totally varies, but I wouldn't be surprised if that's on most of my listeners' top 10.

Jennifer Thornton: Yeah, it would be interesting to get a sampling of your listeners and see if we can get some data points on that.

Katrina Ubell: It really would be very interesting, totally, totally. Let's hit some of these next ones, because these ones I don't know as much about.

Jennifer Thornton: Okay. So achiever I think we've talked about a little bit. Intellection, let's pause on that one. Intellection love to think, and love to ponder, and they take it in. Yeah, you're shaking your head. Tell me what that feels like to you.

Katrina Ubell: This is like me, I'm thinking about my clients all the time. And I did this about my patients too, I'll be brushing my teeth and I'll be like, "You know what? I need to talk to this client about this one issue. I think if we maybe look at it this way she's gonna get it," or whatever. I'll just be like, "I was thinking about you, and ... " I think I spend a lot of time thinking, and I think, ultimately, I always say I'm an outgoing introvert. I need a lot of time alone, and I need time to think, and if it's too much stuff I start feeling like I just need to get away from people, which might partly be the introversion, but might also partly be the intellection. I just need some space.

Jennifer Thornton: Yeah, and that intellection's gotta get fed. Again, when people with intellection, when they have that space and that time to really process, they're at their best. And then they don't get to do that, and their mind is just being forced, especially you, because you have woe kind of low, so if you were in a highly simulated environment with a ton of people throwing questions at you, "Run here, go do this, meet this person," it wouldn't be friendly to your intellection. You would be like, "I need to calm, and I need to think about things."

Katrina Ubell: It was hard for me when I was in practice, because that, what you were first describing, is a day in a pediatric busy practice. You're just running, running, running, running. You hit the ground, you walk in the door and you're going, going, going, going. For me, my home is a half a block from my old office, so I didn't even get to drive to work through anything, and so sometimes I would even, even though I knew family was waiting for me I would just hang out at the office alone for a few minutes, maybe a little longer than a few minutes, because I just needed to not talk to people for a little bit.

Jennifer Thornton: Absolutely, yeah.

Katrina Ubell: I feel like some of this, knowing this about myself is like, of course I struggle. It gives me so much more compassion for myself. If you have relater, learner, and

input and intellection, seeing 25 patients in a day does not really contribute to that. Had I known that, maybe I would be able to set something up. But I even think if I ever went back to medicine, doing urgent care was probably the worst thing for me. All new people, short amount of time, hurry, hurry, hurry. That's not gonna be a strength. Now for someone else, that's their zone of genius. They're just in their absolute best there. I think it can be really helpful to even know if you're someone who's thinking like, do I want to do something? I'm not really sure if I wanted to change this or do a fellowship, or just try to find a different practice model. What would work best for me? If you know your strengths it would become a lot clearer for you, I think.

Jennifer Thornton: Yeah, and that's a great conversation for a strength coach. You can go through what makes you happy and what makes you feel strong and intelligent, and where you're helping and you're making a difference, and then take the time to really look at the needs of different kinds of practices, and try to then match those up so that you are the most successful you can be. And when you're happy at work, your stress goes down, your family life's better, and ultimately your health is better too.

Katrina Ubell: I just think that for so many physicians, in general, we just think like it's just ... Every day is hard, every day is super stressful, you're dealing with all these people, all our staff isn't gonna have stuff setup for you right, you're gonna have to be mad at everybody, you're gonna have to be short, clinic's gonna run behind. It's just this idea of like, it's gonna be a struggle. What if it didn't have to be that much of a struggle every day?

Jennifer Thornton: Yeah.

Katrina Ubell: If that were possible, would you want that? Sounds good to me.

Jennifer Thornton: Yeah, I know.

Katrina Ubell: Yeah, it's amazing.

Jennifer Thornton: Yeah, I think of a practice and all those people moving and all those people doing it. What if everyone in the office understood their strengths? What if everyone in the office appreciated each other, and they assigned goals, tasks, patients, everything they did was based on the strengths of everyone working in that office, and then even taking it even further and really understanding when a new patient calls in, what kind of time do they want to spend? Do they need a lot of information? And how would you manage that and partner back up with the right doctor for them based on strengths.

If you had someone come in and be like, "Alright, in three minutes I need you to solve all my health crises. I don't really want to know, just make it go away." Probably not the right patient for you. But it could be for someone else.

Katrina Ubell: Yeah.

Jennifer Thornton: And you just think of these environments with so much going on, and you're right, it doesn't have to be hard.

Katrina Ubell: Yeah, that's all great. My next one, I think, is harmony, right?

Jennifer Thornton: Yes. Harmonies are typically ... Not typically, but I always affectionately call them the middle child. I don't know where you are.

Katrina Ubell: I am actually the youngest or two.

Jennifer Thornton: You're the youngest of two, okay. People with harmony have a beautiful ability to bring people together for a common good, a common goal.

Katrina Ubell: Okay, okay.

Jennifer Thornton: Do you ever feel like you're doing that?

Katrina Ubell: Probably in the family.

Jennifer Thornton: Yeah?

Katrina Ubell: For instance, my middle son just learned to ride his bike, and so this weekend it was like, okay come on everybody, let's go. He needs to practice. What can you do during that time? What can you do during that time? Let's all bring it together to everyone's having a good time, and this particular kid practices riding his bike like he needs to do, without us having to split up.

Jennifer Thornton: Yeah, and when there is a group of people having a hard time getting along, it doesn't feel good to someone with harmony, and so they will naturally go out and try to fix it.

Katrina Ubell: I think I could see that. I think early on in my practice I saw, oh, there's a problem here, and these people aren't getting along, and I thought it was my responsibility to help fix that, and then I was made aware that that was not my responsibility.

Jennifer Thornton: Here we hear your harmony and your responsibility coming together, because people who are responsibility sometimes take on others responsibilities, so that's a great way how that showed up for you.

Katrina Ubell: Yeah, definitely, that's so interesting. That's good to know, though, and it doesn't even mean that it's something I have to seek out, like I have to be someone who's like the mediator for something. But if it's something that people aren't getting along ... You know what I think I'm good at? I always attribute it to my undergraduate degrees in engineering, and I just feel like what

I got out of that is how to problem solve. What I know how to do is how to think and come up with solutions, but it's harmony then, too, right? It's like intellection and harmony, let's think about what's going on, and let's figure out a way that this works for everybody, and I feel like I do that in my coaching practice too, where it's like everybody's getting their own food plan. There's definitely gotta be a solution that works for you and your life, and your body, and your family, and your job, and we're gonna figure it out, and I think that's probably part of it.

Jennifer Thornton: Yeah, absolutely it is, bringing those people together. I know you do group coaching, which probably really feeds into that harmony and bringing people together for a common goal and a common reason, and celebrating the groups wins and having those people do something together.

Katrina Ubell: Awesome, so fun. The last two are activator and arranger.

Jennifer Thornton: You have activator and achiever, and that's one of the things I'm always so envious of. Activators love to start, achievers love to finish, so when you have both, you are starting and finishing all day long. That's why I'm always jealous of that, because I have neither. I have lots of learner, I'm gonna learn. But then you have arranger coming in there, and I just heard a lot of your arranger in you, when you were talking about the kids and the bike, and all about stuff. People with arranger, they are at their best when there's probably a little too much going on.

Katrina Ubell: Oh, that's good to know. There's probably too much going on most of the time.

Jennifer Thornton: Most of the time, yeah. Arrangers, they are their best when their calendar is full, when they're really super focused. And I think about this and managing your health, and someone with high arranger really saying, "Okay, I can fit this in here, here's when I'm eating," and putting that meal plan inside their calendar. They really like to have a lot going on, but have it very focused. They're the people who have a task list started up on a Saturday morning because they're gonna get this done, that done; their brain needs a lot of activity. They are the person who reads a book and watches TV at the same time. They are at their best when their brain is busy.

Katrina Ubell: I think that is probably true for me, because people have said to me, "You don't have to work so hard, you're not in practice anymore." And I'm like, "No, but I do." It feels best to be doing that. I don't want to just sit around, unless I'm learning something.

Jennifer Thornton: Exactly.

Katrina Ubell: Let's actually just scroll down a little and talk a little bit about my weaknesses and how those can show up. Let's talk about what woo is, because I think that's

a kind of a term ... We kind of know what it is, but it's very low for me, it's second from the bottom.

Jennifer Thornton: Yeah. People with a lot of woo, they love to be in a crowd of people. If I said to someone with woo, "Hey, I need you to go to this conference. I need you to meet as many people as you can. Go out there, learn about them." A woo person would be so excited. You have no woo. A room of 100 people and I tell you you need to go meet 50 of them, how does that make you feel?

Katrina Ubell: Not good, not good. I'm like, "Can I do two?"

Jennifer Thornton: Yeah. I'll find one person and stay in the corner and talk to them all night, really get to know them.

Katrina Ubell: Yeah, exactly.

Jennifer Thornton: Putting yourself in situations for your business, or with your family, where it's a woo situation where there's gonna be a lot of people, a lot of newness, a lot of meet and greets. It will be difficult for you, it won't come natural. It doesn't mean you can't do it, but it just says, "Hey, I'm driving to this event. I know it's not gonna be the thing I want." And instead of thinking, "Gosh, I hate it because so-and-so always does so good and they're running around their room." Don't get upset because you can't do it, go, "Okay, I'm embracing this, and what I'm gonna do is I'm an achiever. I'm gonna give myself a goal. I'm gonna meet 10 new people tonight."

Katrina Ubell: I think that's so good, because what we do so much is we compare. Like I would look at other physicians in my practice and be like, "Look how they do that. I probably should be totally doing that too." And actually, a friend who was also a patient one time said to me, she was just like, "You know what, though? Your people come to see you. We come to see you because we like you and we like your style. Stop trying to be like somebody else. Their people go see them because they like them." It was like, okay, you're right. I'm gonna stop trying to be like someone else now.

That doesn't mean I don't try to improve and evolve and become better at what I do, but keeping my eyes and my own likeness, the way I think about it. I can be distracted by like, "Oh, look at her with the woo thing. Look at her out being able to make all these connections." I can never make woo a high strength for me. Like you said, I could go out, I could make myself do it, but I'm never gonna be like, "That was amazing, it was so fun." I'll be like, "Wow, I need a nap."

Jennifer Thornton: You're like, "I need to go in a dark room, I need to think about everyone I met and process them and figure it out." Absolutely. I have a really good friend who has woo in her top 10, or in her top five. I have it in my bottom five. We have a networking company together, and so it's interesting how we both approach it so differently, and thank goodness. If we were both trying to woo the room it

would be overwhelming, and woos are attracted to woos, and I'm really good at that person who seems off to their side and quiet, and I'm the right person to go to get that person, where my friends woo would have been like, "Whoa."

Katrina Ubell: Way too much for them, and they're like, "Oh my gosh." Yeah, yeah.

Jennifer Thornton: But we're very purposeful when we do events together about our strengths and how we leverage those, and we go into those events knowing exactly whose strengths doing what and why, and that's how we execute.

Katrina Ubell: Yeah, that's so good. Talk to me about adaptability being low.

Jennifer Thornton: Yeah, and that's okay. We all embrace the things that are low. People with a high ability to adapt, they really live in the moment. It's really counter to your futuristic, where they handle at the moment what's going on. They can make quick decisions about it, they can appreciate it, they can roll with the punches. They're great for change management, but they make decisions in the moment. Again, you make very futuristic decisions, so it's an opposite to you. But if you have someone in your life, whether in your family or friends, or in your business that has adaptability, it's great because you guys can really play off of each other, where there's all of a sudden a crisis out of nowhere, and you have your futuristic plan, that person with adaptability can help you get back on track.

Katrina Ubell: Okay, cool. Awesome. One other one that I wanted to discuss with you, which, I was like, "Oh my God, I can't believe it. I'm a doctor and empathy is in the bottom." Empathy is sixth from the bottom for me, and so I thought let's just talk about it, because I can't be the only one out there who has empathy low. Tell me about that. You told me that doesn't mean I'm not an empathic person.

Jennifer Thornton: Correct.

Katrina Ubell: Tell me what that means to have that low.

Jennifer Thornton: Yeah, so people with a strong sense of empathy, they really take on and feel the emotions of others. It's a beautiful strength, where they can just say, "Hi," to a friend and they know instantly how that friend feels. Their emotions can go up and down with other people's emotions. They're great at meeting someone on their emotional level at that time. There's a lot of really great things that people with high empathy bring to the table. Now you don't bring that to the table, and that's okay because you show that empathetic side in different ways. You're a relater, so once you're connected, probably if a friend needs something you're probably more like, "What can I do?" Because you've got that achiever in you, like how can I help you?

Katrina Ubell: Yeah.

Jennifer Thornton: Yeah, how can I help you fix your problem? Let me fix it for you, versus someone with empathy may be that person who holds your hand and cries with you, and we need different types of people to connect with us when we're emotional, and you just connect and show your empathy in a different way. It's not the definition of empathy in this. Another thing, because there's a lot of people out there with empathy. It's a very common strength, is they hold onto stuff. If they have a conversation, they'll think about it for a longer period of time. The other person's like, "I don't even remember that conversation," but someone with empathy still thinks about the words they chose. Maybe they should have said it different, "I hope they're not mad at me." Especially when you're working with young adults with a high sense of empathy, and really learning to navigate relationships and school and parents and friends. A young adult has empathy pretty high, it's something you really want to recognize and help them learn how to manage. It's beautiful, beautiful strength, but it is one that I really encourage people to manage.

Katrina Ubell: I'm like, "Oh my God, here's the doctor who has no empathy. Excellent." Doesn't look bad at all.

Jennifer Thornton: I'll share a little secret. I'm the coach with no empathy.

Katrina Ubell: But you know what? I think that from a coaching perspective, at least, the kind of coaching that I do, this actually makes me a better coach. Because like you said, the person with high empathy is the person who's holding their hand and really feeling their emotions. It's really important in the kind of coaching that I do, that you don't take on their emotions. We call that holding the space, that you are able to be the neutral observer of what's going on so that the client can let everything out, and there's no reaction from you. You're not feeding into it, you're not agreeing, you're not telling him you're sorry. You're just like, "Look, I've got you, I've got me, and I've got you, so just to let you know. Do what you need to do here." And that makes the coaching process so much more powerful. I'm kind of like, well, it's all working out perfectly.

Jennifer Thornton: Yeah, and I'm okay with that now.

Katrina Ubell: Well thank you so much for going through this with me and for the listeners, to get a sense of what it is that you do with this information and how you see it playing out. If somebody were interested in working with you, number one, they need to do the test?

Jennifer Thornton: Yes, take the assessment.

Katrina Ubell: And so you recommend doing that through the Strengths Finder 2.0 book. You get the code and then you do that. Now I think you can just purchase the test online and then you get the eBook, but I don't think it saves you any money to do it like that.

Jennifer Thornton: No, it's \$20 to do the top 5 and then you can get the full 34 report, which you have, for maybe 79. The price has recently changed, but it's all on their website.

Katrina Ubell: And then if they're interested in working with you, how would they go about finding you?

Jennifer Thornton: Yeah, they can find me at 304coaching.com, and like I said, I primarily work with small-medium businesses to really bring their strengths to the work environment, to improve engagement, to improve relationships and ultimately get the results, because businesses, we gotta get those results in. And then again, I work a ton with individuals, really learning their strengths and learning how to apply them in a multitude of ways within their life.

Katrina Ubell: I was actually having coffee with a friend, she and her husband own their own physical therapy practice, and I was telling her about this. She's like, "Oh, totally. We all have done our strengths. Every new person we hire gets their strengths done so we can figure out if they're gonna be a good fit and they're actually gonna be the person that we need, so that their strengths actually match up with what we're needing." I'm like, "You guys are amazing. How did I not know this?" I would imagine you can do something similar, like if there's a practice that's privately owned, or even like a hospital system, you could come in and help everybody figure that out.

I feel like in a corporate setting that's a little bit more accepted, like maybe through HR and that kind of thing. I feel like a friend of ours, who is an HR person for a local grocery store, he was very much talking about like, we gotta know what your strengths are so we can figure out how you can help us. And I don't think that that is really happening a lot in the medical, healthcare front, but it should be.

Jennifer Thornton: I agree, it should be. What a powerful world, if all of us understood what we were best at, we embraced it, and not only our own strengths, but we really started to embrace and respect the strengths of others. I just really feel like the amount of disagreements or frustrations, all those things in life can really come down if we learn how to accept our own strengths and the strengths of others.

Katrina Ubell: Awesome. Good, and so if people have done the assessment, then they can even setup a free call with you to get a little more information about their strengths and hear more about what you have to offer as a coach, right?

Jennifer Thornton: Absolutely. Once I've taken their strength assessment, gotten their themes, reach out, I'd love to set up a 30 minutes quick call. We'll go through mostly the top five, and start to learn how do those show up in that person, and then that allows you to start doing the good work, and that's applying them to your day to day life.

Katrina Ubell: Awesome. Thank you, Jennifer, so much. This was so great.

Jennifer Thornton: Thank you, it was so much fun. I really appreciate it.

Katrina Ubell: You're welcome, bye-bye.

Jennifer Thornton: Bye-bye.