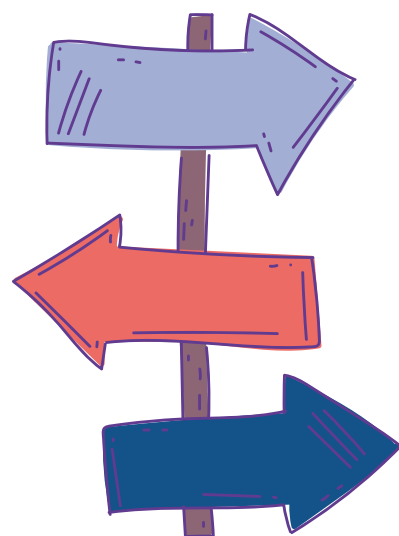




HSMAI RISING LEADERS COUNCIL APTITUDE GUIDE

What discipline do your strengths
best align with?



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



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



EXECUTING themes help you make things happen.



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



We set out to explore core strengths of rising leaders in hospitality sales, marketing, and revenue.

By reviewing the Gallup CliftonStrengths results of 43 HSMAI Rising Leader Council members, we identified the common breakdown of strengths making up each discipline's persona. Our goal is for this breakdown to be used as a reference for the industry and identifying talents that may be a good fit for a particular role.

Disclaimer: The results of any strength finder assessment should be used as just one evaluation aspect of many. Such an assessment provides affirmation of natural tendencies as a way to lean into one's own strengths and balance strengths within teams. There are no right or wrong results!

Authored by 2023 Rising Revenue Optimization Leader Council Members:
Cheryl McMaster, CRME, Senior Manager Distribution Channel Activations | Marriott International, Inc.
Matthew Acker, CRME, Corporate Manager of Revenue Strategy | Concord Hospitality
Anthony Martely, Senior Sales Leader Business Intelligence | Lighthouse

CLIFTONSTRENGTHS THEMES

Relationship Building

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

Strategic Thinking

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

Executing

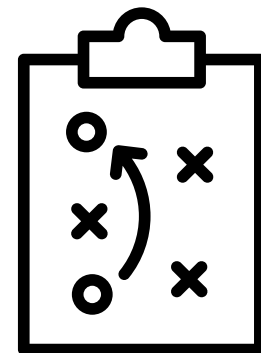
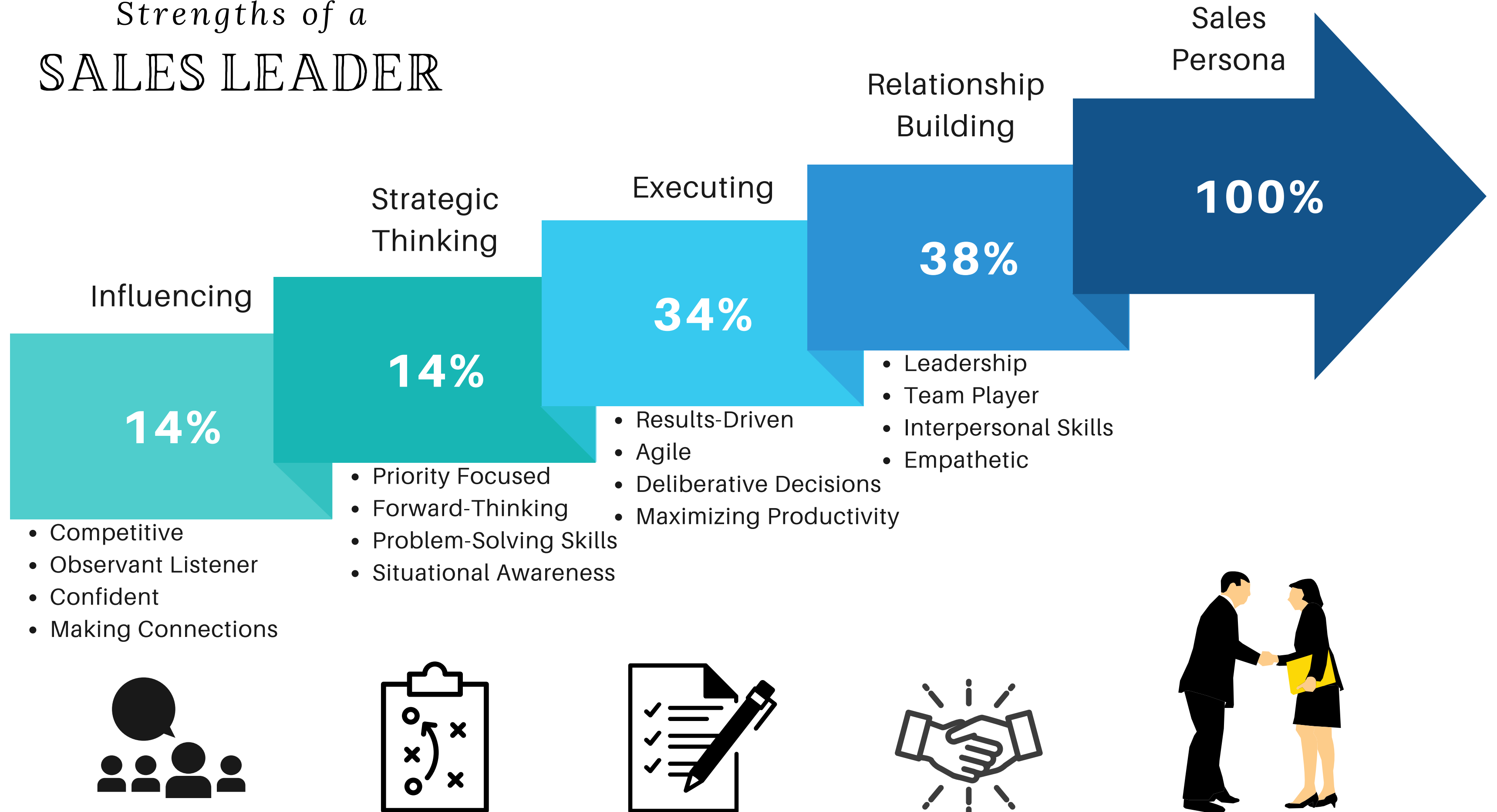
- Achiever
- Arranger
- Belief
- Consistency
- Deliberative
- Discipline
- Focus
- Responsibility
- Restorative

Influencing

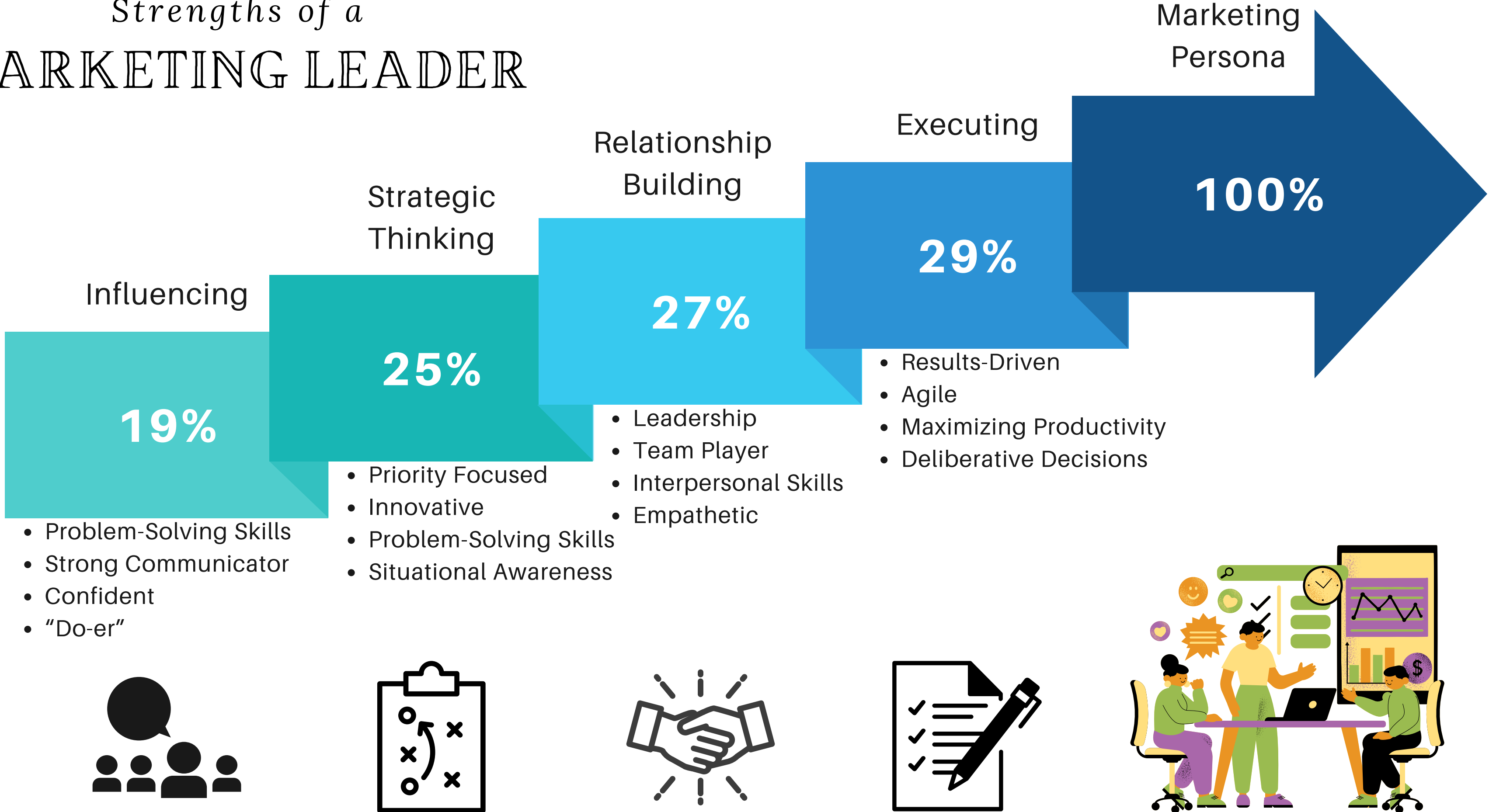
- Activator
- Command
- Communication
- Competition
- Maximizer
- Self-Assurance
- Significance
- Woo

Learn more about the [CliftonStrengths Themes](https://www.gallup.com/clifton-strengths-themes) on [Gallup.com](https://www.gallup.com)

Strengths of a SALES LEADER



Strengths of a MARKETING LEADER

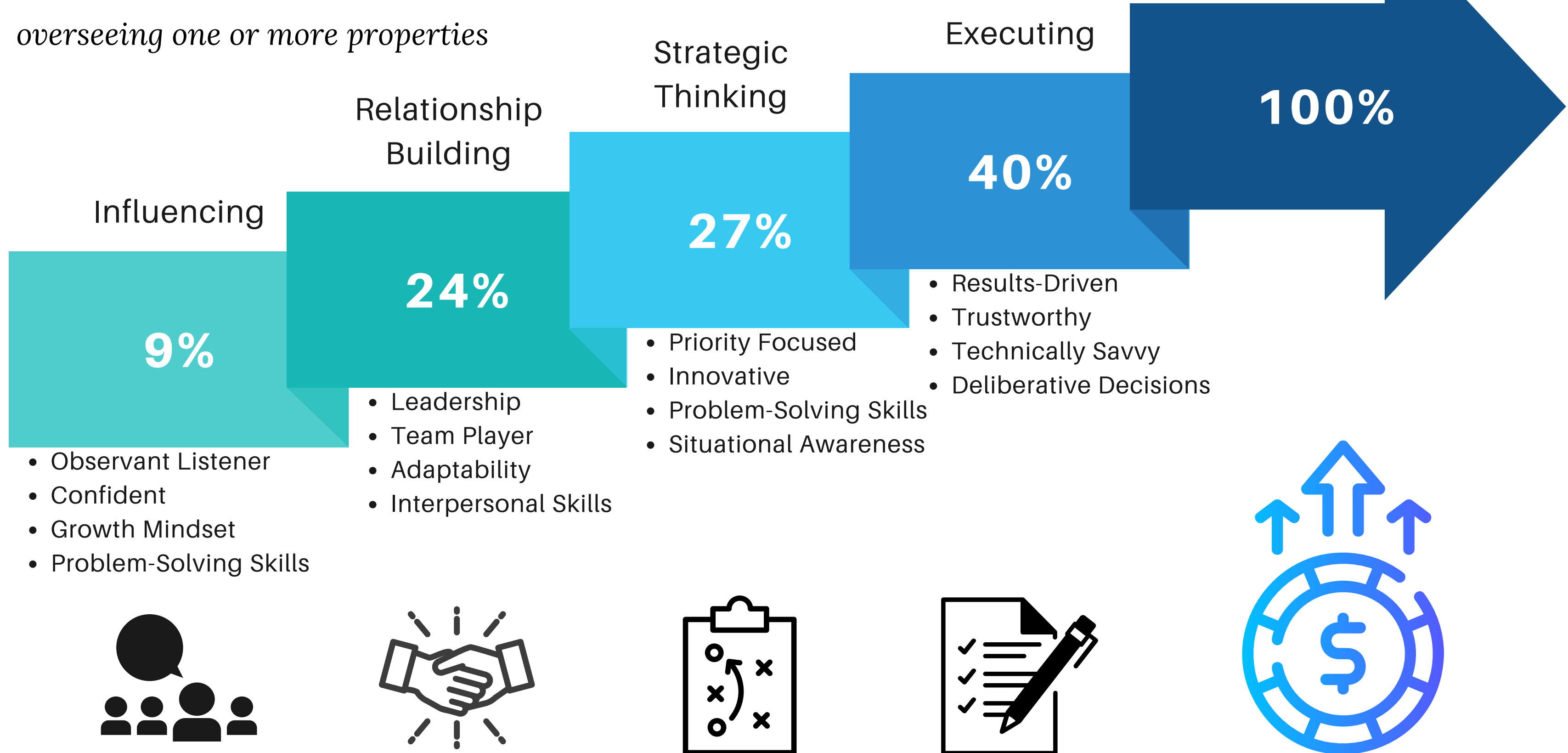


Data compiled from HSMIA Rising Leader Council members in 2023

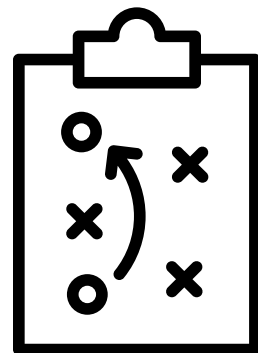
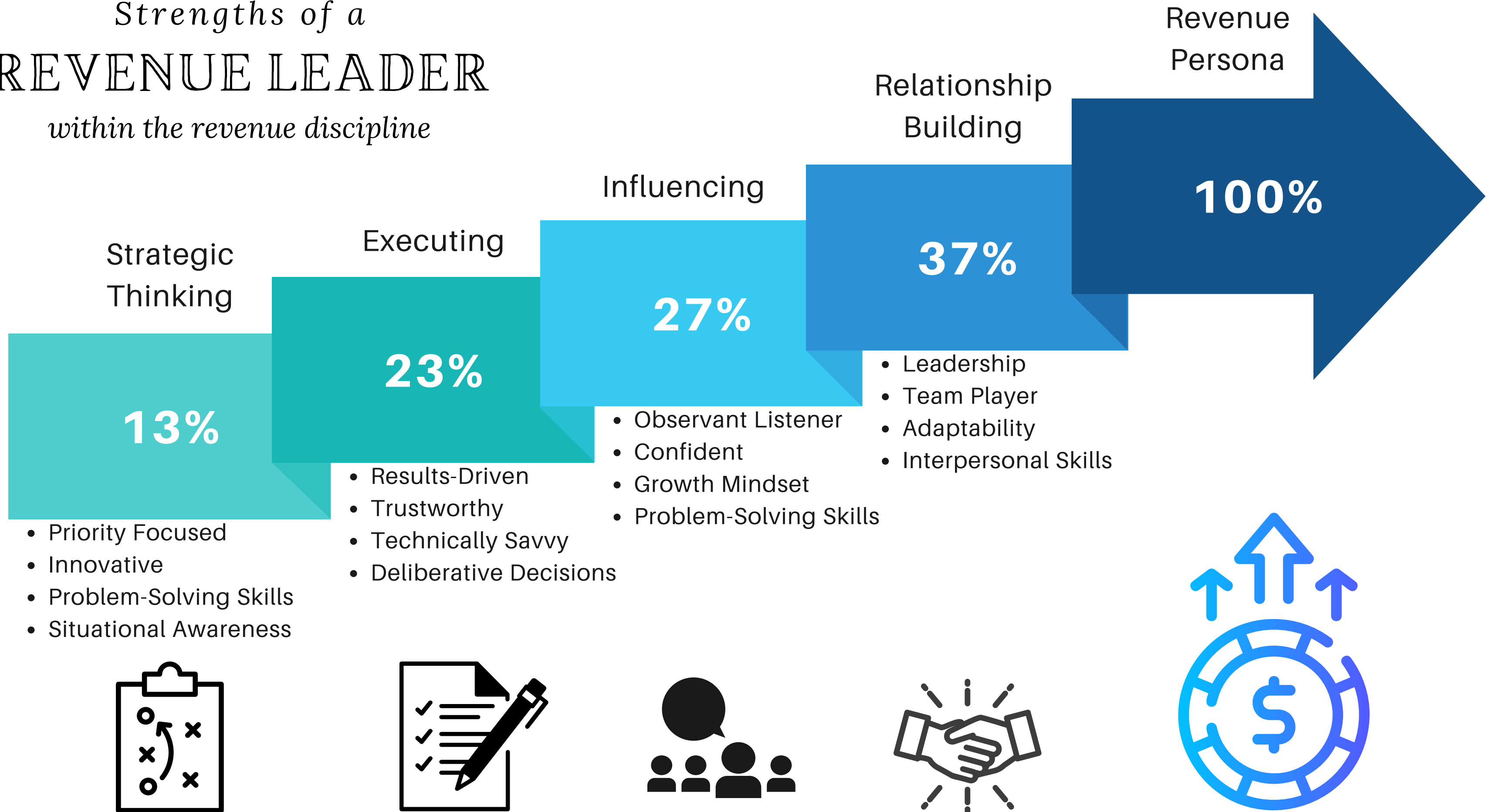
Strengths of a REVENUE LEADER

overseeing one or more properties

Revenue Persona



Strengths of a
REVENUE LEADER
within the revenue discipline





Interpreting the Gallup CliftonStrengths Results

By looking at the top 5 strengths of HSMAI Rising Leader Council members, we identified the common breakdown of each discipline's persona. What themes do your top strengths fall into?

- **If your top strengths are in Relationship Building and Executing**, you most closely resemble the persona of a sales leader.
- **If your top strengths are split between Executing, Relationship Building, and Strategic Thinking**, you most closely resemble the persona of a marketing leader.
- **If your top strengths are in Executing and Strategic Thinking**, you most closely resemble the persona of a revenue leader that oversees the revenue management of one or more properties.
- **If your top strengths are split between Relationship Building, Influencing, and Executing**, you most closely resemble the persona of a revenue leader that does not directly oversee the revenue for one or more hotels, but works in the revenue optimization space in another capacity. This could include working with a revenue management system, in the distribution landscape, or other optimization-related roles.

What if my results don't resemble that of a sales, marketing, or revenue leader? This analysis surveyed 43 rising leaders and only samples a portion of the roles available in the hospitality industry. Strengths change over time, so don't be afraid of trying a discipline that interests you. Lean into your personal blend of strengths and find your niche in the industry.

Remember: there are no right or wrong results!

ADDITIONAL RESOURCES

[HSMAI Insights Article](#)

Best practices used by industry professionals to leverage Gallup CliftonStrengths results.

[Gallup CliftonStrengths Articles & Videos](#)

Articles, guides, videos and more created by Gallup to help you develop your strengths.

[CliftonStrengths Podcast](#)

Strengths experts discuss the unique qualities of each theme, using strengths at work and at home, teamwork, and more.

[Leading with Strengths Interviews](#)

Discover how influential leaders use their strengths to empower others, influence others and change the world.

Learn more about the [CliftonStrengths Themes](#) on [Gallup.com](#)