The Four Domains of Leadership Strength

As Gallup studied and worked with thousands of leadership teams, we began to see that while each member had his or her own unique strengths, the most cohesive and successful teams possessed broader groupings of strengths. So we initiated our most thorough review of this research to date. From this dataset, four distinct domains of leadership strength emerged: Executing, Influencing, Relationship Building, and Strategic Thinking.

Executing

Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to “catch” an idea and make it a reality.

Influencing

Those who lead by Influencing help their team reach a much broader audience. People with strength in this domain are always selling the team’s ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.

Relationship Building

Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organizations that are much greater than the sum of their parts.

Strategic Thinking

Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.
Gallup found that it serves a team well to have a representation of strengths in each of these four domains. Instead of one dominant leader who tries to do everything or individuals who all have similar strengths, contributions from all four domains lead to a strong and cohesive team. This doesn’t mean that each person on a team must have strengths exclusively in a single category. In most cases, each team member will possess some strength in multiple domains.

According to our latest research, the 34 Clifton StrengthsFinder themes naturally cluster into these four domains of leadership strength. See below for how your top five themes sort into the four domains. Then, use the chart at the end of this report to plot your team members’ top five themes and see how their strengths sort into the four domains as well. As you think about how you can contribute to a team and who you need to surround yourself with, this may be a good starting point.

### Your Top Five Clifton StrengthsFinder Themes

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### Followers’ Four Basic Needs

Followers have a very clear picture of what they want and need from the most influential leaders in their lives: trust, compassion, stability, and hope. On the next several pages, for each of your top five Clifton StrengthsFinder themes, you will find a brief definition of the theme, strategies for leveraging that theme to meet followers’ four basic needs, tips for leading others who are strong in that theme, and illustrations of what that theme sounds like in action.
Belief
Leading With Belief

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

Build Trust

- Ethical behavior is the foundation of respect and trust. Integrity is an expectation. To ensure fairness and promote unity, clearly communicate to others the behaviors you will and will not tolerate. Clarity on the front end can prevent misunderstandings and damage to relationships.
- The talent of Belief is more about an attitude of service than it is about a certain set of moral or spiritual beliefs. Show others what it means to be a servant leader. Get a team involved in doing something outside of themselves — something they do for the sole reason of helping another person or group. Demonstrate your Belief talents in actions that speak far louder than your words ever can. That level of integrity will earn you true respect.

Show Compassion

- Your values are a deep source of meaning for you. Talk with others about what’s most meaningful in their lives. Just being a sounding board about something as important as core values builds relationships. Learn what’s most important to the people in your life, whether you’ve known them a long time or just met them. Recognize that we all come from different backgrounds and go through various stages in our lives, and be accepting. Relationships can always grow. Listening creates a connection.
- Some bonds will be almost instantaneous. Common values will bring you close to some people quite rapidly — and sometimes for life. This can be a source of great joy in your life and theirs. Explore beliefs together, ask questions, and have conversations about what matters most in your lives. In these situations, relationships can grow surprisingly fast and remarkably deep.
- Take care not to create an “in” and an “out” crowd based on belief systems. Though you can never be “values neutral,” nor should you be, you should consider the messages you send with the judgments you make.

Provide Stability

- Some of your beliefs are etched in stone. Even in this ever-changing world, they never sway. This firm foundation can be a cornerstone of relationships, activities, and the work environment you create. Whether or not people believe as you do, they know where you stand and can be confident of the stability of those beliefs.
- Your passion equips you to fight. In these battles, strive to be seen as a leader who is fighting for something rather than one who is fighting against something. Being seen in a more positive light may help you enlist, engage, and retain more support for your cause. People will trust that you will fight for what’s right. They take confidence in the strength of your convictions.
Create Hope

- The meaning and purpose of your work will often provide direction for others, so talk about it; share its importance in your life. Remind people why their work is important and how it makes a difference in their lives and in the lives of others. Learn more about how they can live their talents and values through their work, and support them in finding those connections.
- Others may be less sure of their values than you are. If they are searching, ask them to take account of where they spend their time and money. The actual use of our time, talent, and treasure speaks volumes about what we really value.

LEADING OTHERS WITH STRONG BELIEF

- This person will have some powerful bedrock values. Figure out how to align her values with those of the organization. For example, talk with her about how your products and services make people’s lives better, or discuss how your company embodies integrity and trust, or give her opportunities to go above and beyond to help colleagues and customers. This way, through her actions and words, she will make visible the values of your organization’s culture.
- Realize that this person may place greater value on opportunities to provide higher levels of service than on opportunities to make more money. Find ways to enhance this natural service orientation, and you will see her at her best.

BELIEF SOUNDS LIKE THIS:

Michael K., salesperson: “The vast majority of my nonworking time goes to my family and to the things we do in the community. I was on the countywide Boy Scouts board of directors. And when I was a Boy Scout, I was pack leader. When I was an Explorer, I was junior assistant leader for the Boy Scouts. I just like being with kids. I believe that’s where the future is. And I think you can do a whole lot worse with your time than investing it in the future.”

Lara M., college president: “My values are why I work so hard every day at my job. I put hours and hours into this job, and I don’t even care what I get paid. I just found out that I am the lowest paid college president in my state, and I don’t even care. I mean, I don’t do this for the money.”

Tracy D., airline executive: “If you are not doing something important, why bother? Getting up every day and working on ways to make flying safer seems important to me, purposeful. If I didn’t find this purpose in my job, I don’t know if I could work through all the challenges and frustrations that get in my way. I think I would get demoralized.”

Individualization
Leading With Individualization

People strong in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together productively.
Build Trust

- Sometimes you know more than people would like you to know. Keep strict confidences, and only share your insights with a person one-on-one. She should be the one to decide if she wants you to relate those insights to others.
- Others trust your instincts about people’s unique qualities. Continue to build on that trust by focusing on the positive as much as you can when you are asked to share your impressions about someone.
- Stand behind your tendency to treat each person individually according to need, strength, and style. Many may see this as “playing favorites” and distrust you. Be prepared to defend your Individualization from a performance-excellence standpoint, as well as from a humane perspective. This will give others confidence in your decisions.

Show Compassion

- Others are often surprised at the depth of your insights about them, especially when you’ve known them only a short time. You’ve probably heard “How did you know that?” many times. As relationships develop, others will want to hear in greater depth your thoughts and insights regarding their actions, motivations, and talents. You are a mirror for them, and you offer a valuable perspective. Ask them to tell you more about themselves, and test your insights. Accept and affirm what they have to tell you.
- You may have the gift of gifting — choosing the perfect gift for another person — even someone you don’t know particularly well. Finding a small token and giving it at an unexpected time can be a quick relationship builder. Give yourself permission to reach out in this way, and enjoy the rewarding looks of surprise and delight. Who can resist a perfectly chosen gift? Bring joy into others’ lives with little surprises.

Provide Stability

- Your awareness is essential to providing stability. By being attuned to others’ desires and needs, you can help them because you can position them in the right place. Their confidence grows because they are being asked to do what they do best.
- “All generalizations are false, including this one” is a phrase you might enjoy. Knowing that you are conscious of each person’s special circumstances helps him or her feel understood and secure. Let people know that despite the rules or the classic wisdom, you will take their unique talents and needs into account when making decisions about opportunities they can pursue.

Create Hope

- Sometimes people are more predictable to you than they are to themselves. Use your talent to notice others’ consistent behavior patterns to help them see things they can’t. You might be able to help them capitalize on talents they seldom use intentionally or avoid pitfalls that repeatedly ensnare them. Kindly give them feedback to help them streamline their dreams and aspirations.
- You are instinctively aware that individuals will be most productive when their environments are suited to their talents. Wherever appropriate, implement organizational policies that allow your associates to work in their own style — policies that allow people to express their individuality in the clothes they wear, how they...
decorate their offices, and the hours they work. Through these policies, you will engage and inspire your associates and enable them to produce their best work.

- You move comfortably among a broad range of styles and cultures, and you intuitively personalize your interactions. Consciously and proactively make full use of these talents by leading diversity and community efforts in your organization.

LEADING OTHERS WITH STRONG INDIVIDUALIZATION

- Ask this person to serve on your selection committee. She will probably be a very good judge of each candidate’s strengths and weaknesses. By figuring out the right people for the right roles using her Individualization talents, she will also help improve the organization’s productivity.
- When appropriate, have this person help design pay-for-performance programs in which all employees can use their strengths to maximize their pay.
- Ask this person to teach an internal training class or mentor new employees. She may well have a knack for spotting how each person learns differently.
- Look at this person’s other dominant themes. If her Developer and Arranger talents are also strong, she may have the potential to be a manager or supervisor. If her talents lie in Command and Woo, she will probably be very effective at turning prospects into customers.

INDIVIDUALIZATION SOUNDS LIKE THIS:

Les T., hospitality manager: “Carl is one of our best performers, but he still has to see me every week. He just wants a little encouragement and to check in, and he gets fired up a little bit after that meeting. Greg doesn’t like to meet very often, so there’s no need for me to bother him. And when we do meet, it’s really for me, not for him.”

Marsha D., publishing executive: “Sometimes I would walk out of my office and — you know how cartoon characters have those balloons over their head? I would see these little balloons over everyone’s head telling me what was in their minds. It sounds weird, doesn’t it? But it happens all the time.”

Andrea H., interior designer: “When you ask people what their style is, they find it hard to describe, so I just ask them, ‘What is your favorite spot in the house?’ And when I ask that, their faces light up, and they know just where to take me. From that one spot, I can begin to piece together the kind of people they are and what their style is.”

Connectedness

Leading With Connectedness

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

Build Trust

- Your philosophy of life compels you to move beyond your own self-interests. Give voice to your beliefs. Take action on your values. When you move beyond self and give of
what you have, others see the respect you have for every other human being, despite your differences. Respect is a natural byproduct of selfless acts.

- Seek out global or cross-cultural responsibilities that capitalize on your understanding of the commonalities inherent in humanity. Build global capability, and change the mindset of those who think in terms of “us” and “them.” Behaving in the best interests of all parties is a sign of good faith and trustworthiness.

Show Compassion

- You seek the mutual bond. Develop good questions to ask so that you can quickly find common ground between you and each person you meet. Keep asking these questions until you find the interests you share. Affirm and celebrate the connections you find, and start there to build a foundation for a relationship.
- Once you have discovered areas of commonality with someone, show that you care by remembering to inquire about the belief or activity you share with her. Use this as a point of entry into deeper conversations about other parts of her life. Get to know her as a whole person, rather than limiting your connection to only one aspect of who she is.
- Your ability to bring people together around shared dreams and meanings is significant. You see the common thread in the greater whole. Take an active role in linking the lives of disparate individuals based on the connections you discover. Make others aware of the bonds they don’t even know exist, and pave the road for friendship by helping strangers recognize the commonalities they have. You can help others make connections that influence the rest of their lives.

Provide Stability

- Your sense of the bigger picture can bring calm in chaos. Point out the greater meaning you find in the events around you. Show others that a bump in the road is but a small part of a greater whole. Help them see the difference between what is constant in life and what is transitory. Put current difficulties in perspective.
- People feel safe when they are surrounded by what is comfortably familiar. When others need that sense of security, you can remind them of what is constant, what is shared. Help people remember that a network surrounds them. Simply knowing that they are not alone during difficult times can bring peace and confidence.
- Faith can be a foundational strength when it is shared. If faith is part of your relationship with another person, your support may be very important in times of uncertainty or fear. Reach out when you know someone needs the assurance that shared faith can provide.

Create Hope

- It may surprise you when others are slow to discover the connections that you so easily see. Help them understand the interrelatedness you find in events and people. Broaden their worldview by helping them see a bigger picture. How could they take their own talent to a new level by applying it somewhere they’ve never thought to apply it? How might they partner with someone they see as much different from themselves? Get them thinking in new ways by sharing your broader vision.
- You are aware of the boundaries and borders created by organizational structure, but you treat them as seamless and fluid. Use your Connectedness talents to break down silos that prevent shared knowledge across industry, functional, and hierarchical
divisions within or between organizations. Encourage different groups to work together for their shared goals.

- Help people see the links among their talents, their actions, their mission, and the success of the larger group or organization. When people believe in what they are doing and feel like they are part of something bigger, commitment to achievement is enhanced.

LEADING OTHERS WITH STRONG CONNECTEDNESS

- This person is likely to have a spiritual orientation and perhaps a strong faith. Your knowledge and, at the very least, acceptance of her spirituality will enable her to become increasingly comfortable around you.
- This person may be receptive to thinking about and developing the mission for your organization. She naturally feels like she is part of something larger than herself, and she will enjoy contributing to the impact of an overall statement or goal.

CONNECTEDNESS SOUNDS LIKE THIS:

Mandy M., homemaker: “Humility is the essence of Connectedness. You have to know who you are and who you aren’t. I have a piece of the wisdom. I don’t have much of it, but what I do have is real. This isn’t grandiosity. This is real humility. You have confidence in your gifts, real confidence, but you know you don’t have all the answers. You start to feel connected to others because you know they have wisdom that you don’t. You can’t feel connected if you think you have everything.”

Rose T., psychologist: “Sometimes I look at my bowl of cereal in the morning and think about those hundreds of people who were involved in bringing me my bowl of cereal: the farmers in the field, the biochemists who made the pesticides, the warehouse workers at the food preparation plants, even the marketers who somehow persuaded me to buy this box of cereal and not a different one sitting next to it on the shelf. I know it sounds strange, but I give thanks to these people, and just doing that makes me feel more involved with life, more connected to things, less alone.”

Chuck M., teacher: “I tend to be very black and white about things, but when it comes to understanding the mysteries of life, for some reason, I am much more open. I have a big interest in learning about all different religions. I am reading a book right now that talks about Judaism versus Christianity versus the religion of the Canaanites. Buddhism, Greek mythology — it’s really interesting how all of these tie together in some way.”

Responsibility

Leading With Responsibility

People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

Build Trust

- You may be the moral conscience for others. When a person or an organization is involved in something that seems wrong, an alarm in your head will go off, and you will feel compelled to address that issue. Go to the source first; ask questions to ascertain
the reality and the motive. State your concerns honestly. Whenever possible and ethical, allow the person to correct the situation on his or her own. If necessary, take the next step to right the wrong and assuage your conscience.

- It’s important to appreciate and recognize people of moral strength and integrity. Make sure you acknowledge and affirm what’s right at least as often — and preferably more often — than you point out what’s wrong. Others will notice and respect you for this.

**Show Compassion**

- You can’t help but feel responsible for others, especially for the people you care about most. Check in with them frequently: How are they doing? How can you help? Show your compassion every day, if you can, and know that you are adding warmth to their lives.
- When you make a mistake that affects someone else, go to that person as quickly as you can and try to make it right. Apologize, certainly, but go beyond apology to restitution. Own your errors in relationships and you will find yourself more easily forgiven. Intimacy will be more quickly restored.

**Provide Stability**

- Your sense of responsibility naturally creates a feeling of security in others. They know they can depend on you to make sure things get done properly and on time. Rather than shouldering all of the responsibility yourself, share some of it so that each team member is contributing to the stability of the group.
- You’re a leader who likes to serve. The service concept is often applied to customers, members, and patrons, but sometimes overlooked when applied to one’s followers. Let your followers know about your desire to serve and support them — and that asking for your help is a form of recognition that you appreciate.

**Create Hope**

- You naturally take ownership of every project you’re involved in. Share responsibility by encouraging others to do the same. Be their champion, and proactively guide them through the opportunity to experience the challenges of ownership. In doing so, you will contribute to their growth and development.
- Psychological ownership is a product of making choices. Rather than assigning responsibilities, invoke ownership by allowing people to choose what they will be responsible for contributing. Let them initiate true responsibility beyond merely accepting assignments.

**LEADING OTHERS WITH STRONG RESPONSIBILITY**

- As much as possible, avoid putting this person in team situations with lackadaisical colleagues.
- Recognize that this person is a self-starter and requires little supervision to ensure that assignments are completed.
- Put this person in positions that require unimpeachable ethics. He will not let you down.
- Periodically ask this person what new responsibility he would like to assume. It’s motivational for him to volunteer, so give him the opportunity.
This person may well impress you with his ability to deliver time and again, leading you to consider promoting him to management. Be careful. He may much prefer to do a job himself than be responsible for someone else’s work, in which case he will find managing others frustrating. It might be better to help him find other ways to grow within the organization.

RESPONSIBILITY SOUNDS LIKE THIS:

Nigel T., sales executive: “I used to think that there was a piece of metal in my hand and a magnet on the ceiling. I would just volunteer for everything. I have had to learn how to manage that because not only would I end up with too much on my plate, but I would also wind up thinking that everything was my fault. I realize now that I can’t be responsible for everything in the world — that’s God’s job.”

Kelly G., operations manager: “The country manager in Sweden called me in November and said, ‘Kelly, could you please not ship my inventory until January 1.’ I said, ‘Sure. Sounds like a good plan.’ I told my people about the plan and thought I had all the bases covered. On December 31, however, when I was checking my messages while on a ski slope, making sure everything was hunky-dory, I saw that his order had already been shipped and invoiced. I had to call immediately and tell him what happened. He’s a nice man, so he didn’t use any four-letter words, but he was very angry and very disappointed. I felt terrible. An apology wasn’t enough. I needed to fix it. I called our controller from the chalet, and that afternoon we figured out a way to put the value of his inventory back on our books and clean it off his. It took most of the weekend, but it was the right thing to do.”

Harry B., outplacement consultant: “I was just a young bank manager in one of the branches when the president of the company decided that he wanted to foreclose on a property. I said, ‘That’s fine, but we have a responsibility to give the people full value for their property.’ He didn’t see it that way. He wanted to sell the property to a friend of his for what was owed, and he said my problem was that I couldn’t separate my business ethics from my personal ethics. I told him that was correct. I couldn’t because I didn’t believe — and still don’t believe — that you can have two standards. So I quit the firm and went back to earning five dollars an hour working for the forestry service picking up trash. Since my wife and I were trying to support our two kids and make ends meet, it was a hard decision for me to make. But looking back, on one level, it really wasn’t hard at all. I simply couldn’t function in an organization with those kinds of ethics.”

Developer
Leading With Developer

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

Build Trust

Doing something good for the sake of another is a sign of character and an invitation to trust. Extend yourself to others by helping them see their own potential and offering to work with them to develop it. This will increase the breadth and depth of your relationships, and you will enjoy watching them grow.
Try not to be hurt when others look for an ulterior motive in your good deeds. It may take them time to trust you when you show interest in their personal development. Allow them to see you in action for weeks, months, or even years before expecting their full confidence. They may not trust as easily as you do.

**Show Compassion**

- You take genuine delight in people’s growth and development. Your natural talent for focusing on others is a gift to those you nurture. Cheer for them, and let them know that you believe in them. Your compassionate caring touches their hearts and places you squarely on their side. They will never forget the support you offer so easily.
- “We learn best from those we love” is a quote you understand and appreciate. Who loves you? Whom do you love? Be sure to get close enough to not only teach and guide, but to love. Communicate your feelings. Your impact will last forever.

**Provide Stability**

- As you begin working with another person on her development, first acknowledge the progress you’ve already seen. This provides a basis of confidence and security. You can make taking the next step less intimidating by reassuring her that you are confident she can do it because of what she’s already proven herself able to do. Express your certainty that the next goal is within her reach.
- Developers help others step over comfort thresholds. You provide a “safe zone” where people have permission to strive and fail and strive again. Set others up for success by letting them know that more than one attempt is likely to be necessary before ultimate success results. Helping people set the right expectations provides security that produces the confidence to try again.
- Encourage people to dig deep into their talents and to put them to the test. With you, they have a cushion for failure and will not feel the full force of it. You provide support so that they can take the risks necessary to make the most of their talents.

**Create Hope**

- Challenge others by asking good questions that stretch their imagination. What’s the most they’ve ever done? How much do they imagine they could do? What do they dream of doing? What would they do if there were no obstacles, no barriers to their choices?
- Your growth-nurturing approach is your spontaneous response to those around you and makes you an inspirational mentor to many. Consider the moves your best mentors made, and take a lesson from them. Adopt the ones that are right for you, and use them to encourage and champion those you are mentoring.
- You will be compelled to counsel more people than you possibly can. To fulfill this inner drive, consider being a “mentor for the moment.” Many of the most poignant and memorable developmental moments occur in a mere instant when the right words are delivered at the right time — words that clarify understanding, re-ignite a passion, open eyes to an opportunity, and change a life course. Look for opportunities to magnify moments.
LEADING OTHERS WITH STRONG DEVELOPER

- Position this person so that he can help others in the organization grow. For example, give him the opportunity to mentor one or two people or to teach a class on a company topic, such as safety, benefits, or customer service. If necessary, pay the fee for him to belong to a local training organization.
- This person might be a good candidate for a supervisor, team leader, or manager role. If he is already a manager or executive, look to his business unit for people who can be transferred to positions with greater responsibilities in the organization. He develops people and prepares them for the future.
- Be aware that this person may protect struggling performers long past the time when they should have been moved or terminated. Help him focus his developing instincts on setting people up to achieve success and not on supporting people who are enduring hardship. The best developmental action he can take with these people is to find them a different opportunity where they can truly excel.

DEVELOPER SOUNDS LIKE THIS:

Marilyn K., college president: “At graduation time when a nursing student walks across the stage and gets her diploma, and about 18 rows back some little kid is standing on a chair with a group yelling, ‘Yeah, Mom!’ — I love that. I cry every time.”

John M., advertising executive: “I’m not a lawyer, doctor, or candlestick maker. My skills are of a different type. They have to do with understanding people and motives, and the pleasure I get is from watching people discover themselves in ways they never thought possible and from finding people who bring to the table talents that I don’t have.”

Anna G., nurse: “I had a patient, a young woman, with lung damage so bad that she will have to be on oxygen forever. She will never have the energy or the strength to live a normal life, and I walk in and she’s desperate. She doesn’t know if she is short of breath because she is anxious or anxious because she is short of breath. And she’s talking suicide because she can’t work, can’t support her husband. So I got her thinking about what she could do rather than what she couldn’t. It turns out that she is very creative with arts and crafts, so I told her, ‘Look, there are things you can do, and if those things bring you pleasure, then do them. It’s a place to start.’ And she cried and said, ‘I have the energy to wash only one bowl.’ I said, ‘That’s today. Tomorrow you can wash two.’ And by Christmas, she was making all kinds of things and selling them too.”
### Team Name: ________________________

#### Custom Team Distribution Chart

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