



## **Work Life Index™**

Sample Report

26 Mar 2013

**Welcome to YOUR Work Life Report:**

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** is made up of your values of yourself and the world around you. In the Work Life Index we look specifically at your understanding and feelings about the world around you (Work Life World View) and yourself (Work Life Self View) as they pertain to your job. Together this will show **YOU** insights into **WHY** you do the things you do at work, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in your job.

**WORK LIFE WORLD VIEW:** This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

**WORK LIFE SELF VIEW:** This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your job role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

**COMBINED WORK LIFE ATTRIBUTES:** These attributes are measured by combining your Work Life World View and Work Life Self View to get a complete picture of **YOU** on the job.



**Your Work Life Index is made up of two worlds:**

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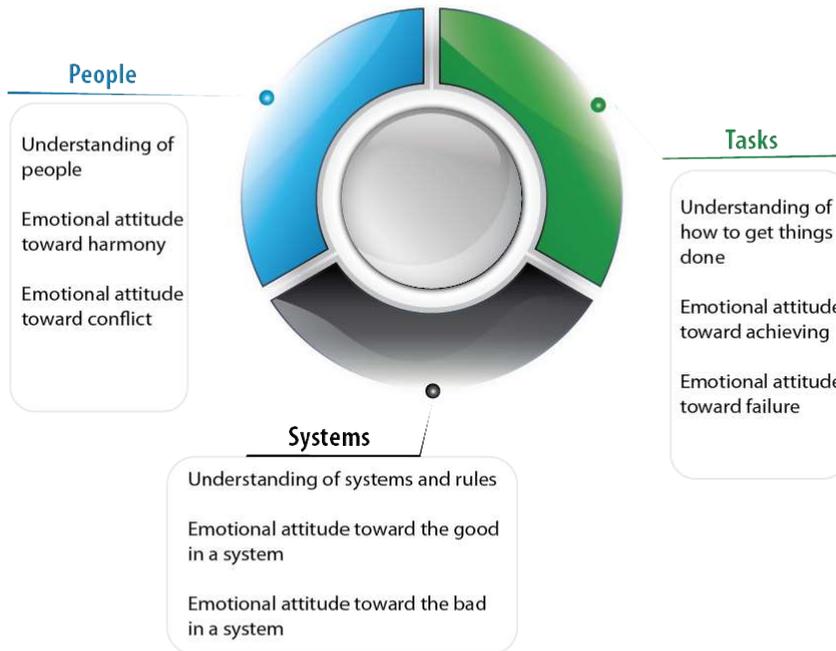
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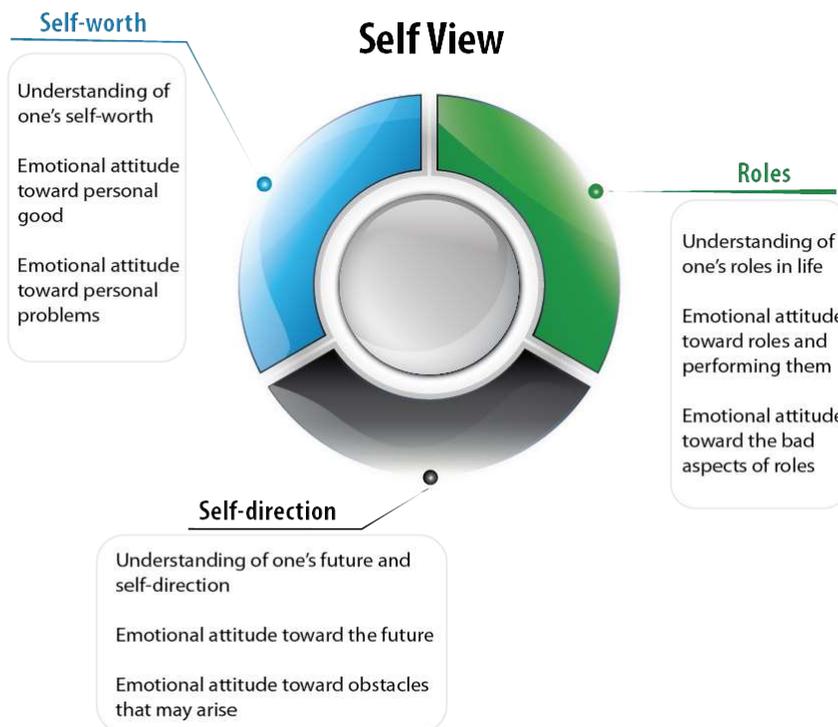
These attributes are measured by combining your Work Life World View and Work Life Self View to get a complete picture of YOU on the job.

**6 Cognitive Dimensions**  
**12 Emotional Intelligence Factors**

**World View**



**Self View**



Attribute		Reliability : 0.886 : 0.782	Score
<b>Work Life World View</b>			
	1. Work Judgment		7.6
	2. Emotional Control and Composure		7.1
People	3. Interpersonal Relations:		8.0
	4. Interpersonal Harmony:		Under-Valued
	5. Interpersonal Conflict:		Under-Valued
Tasks	6. Practical Work Skills:		6.4
	7. Attitude toward Work Performance:		Over-Valued
	8. Attitude toward Work Problems:		Over-Valued
Systems	9. Organizational Policies and Procedures:		8.4
	10. Attitude toward Compliance:		Neutral
	11. Attitude toward Defiance:		Over-Valued

<b>Work Life Self View</b>			
	12. Self-judgment		6.5
	13. Self-control		6.0
My Self	14. Intuitive Awareness of Self-worth:		7.4
	15. Attitude toward Personal Potential:		Under-Valued
	16. Attitude toward Personal Problems:		Under-Valued
My Roles	17. Work Role Engagement:		6.0
	18. Attitude toward Peak Performance:		Neutral
	19. Attitude toward Performance Problems:		Over-Valued
My Future	20. Work Life Identity and Self-direction:		6.2
	21. Attitude toward Personal Growth:		Neutral
	22. Attitude toward Personal Setbacks:		Under-Valued

Attribute	Reliability : 0.886 : 0.782	Score
<b>COMBINED</b>		
23. Accountability for Others:		6.9
24. Concentration:		8.1
25. Conceptual Thinking:		7.6
26. Conflict Management:		8.3
27. Continuous Learning:		7.4
28. Customer Focus:		7.3
29. Decision Making Ability:		7.1
30. Diplomacy and Tact:		8.1
31. Empathy toward Others:		7.9
32. Flexibility:		6.4
33. Goal Achievement:		6.9
34. Influencing Others:		6.2
35. Interpersonal Skills:		7.3
36. Intuition:		7.6
37. Objective Listening:		8.0
38. Personal Accountability:		6.5
39. Planning and Organizing:		7.5
40. Practical Problem Solving Ability:		7.0
41. Resiliency:		7.3
42. Results Orientation:		8.0
43. Self-management:		6.1
44. Self-starting Ability:		6.8
45. Teamwork:		7.5

Attribute	Reliability : 0.886 : 0.782	Score
<b>ATTRIBUTE SCORES FROM HIGHEST TO LOWEST</b>		
Organizational Policies and Procedures:		8.4
Conflict Management:		8.3
Concentration:		8.1
Diplomacy and Tact:		8.1
Interpersonal Relations:		8.0
Objective Listening:		8.0
Results Orientation:		8.0
Empathy toward Others:		7.9
Conceptual Thinking:		7.6
Intuition:		7.6
Work Judgment		7.6
Planning and Organizing:		7.5
Teamwork:		7.5
Continuous Learning:		7.4
Intuitive Awareness of Self-worth:		7.4
Customer Focus:		7.3
Interpersonal Skills:		7.3
Resiliency:		7.3
Decision Making Ability:		7.1
Emotional Control and Composure		7.1
Practical Problem Solving Ability:		7.0
Accountability for Others:		6.9
Goal Achievement:		6.9
Self-starting Ability:		6.8
Personal Accountability:		6.5
Self-judgment		6.5
Flexibility:		6.4
Practical Work Skills:		6.4
Influencing Others:		6.2
Work Life Identity and Self-direction:		6.2
Self-management:		6.1
Self-control		6.0

Attribute	<i>Reliability : 0.886 : 0.782</i>	Score
Work Role Engagement:		<b>6.0</b>

## Work Life World View



This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

### 1. Work Judgment

How well do you understand the demands of your current job?



This is a general measure of your ability to identify and judge relative value in your job. It measures the mental judgment aspect of working and reflects how well you understand what working is about in all its detail. The score summarizes your clarity and understanding of the three primary dimensions of external work value:

1. Interpersonal Relations
2. Practical Work Skills
3. Organizational Policies and Procedures

A **high score** indicates a clear and definite understanding of working in the world and how to best adapt to changing work demands and situations.

### 2. Emotional Control and Composure

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **high score** indicates a balanced attitude and the tendency to cope well and stay calm, cool and collected, even when faced with stressful situations. This indicates you generally do not show frustration or allow your personal feelings to unduly influence you when resisted or blocked, and are not knocked off balance by the unexpected. As your score approaches high levels, you have likely developed the tendency to repress some of your feelings, and do not vent or express them

consistently.

### 3. Interpersonal Relations:

How important are interpersonal relationships to you?



This score measures your understanding of others, as well as your mental clarity regarding the importance of other people and relationships in the context of your work life. It measures how you generally esteem and appreciate other people on the job. Your clarity score expresses your judgment about how high or how low you place “relationship” values within the full spectrum of work-life values.

A **high score** indicates you are capable of managing interpersonal relationships well, and you tend to be sensitive to, and supportive of others. You consistently demonstrate that personal and professional relationships are a top priority for you.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 4. Interpersonal Harmony:

How well do you generally get along with co-workers and others?



This score is a measure of your attitude toward effective, harmonious relations with others, and includes the emotional satisfaction and fulfillment you gain from your personal interactions. It shows your attitude and feelings toward the positive aspects of interacting with others and the benefit others can bring into your work life.

An **under-valued** attitude indicates varying degrees of emotional distance from others on a personal level. You, like many professionals, may choose to do this on purpose, to better maintain objectivity and control over co-workers or customers, or to manipulate them to get desired outcomes. However, you may feel a lack of community or team spirit with co-workers as well, or are reluctant to get too personal with others at work.

This may be due to your overarching focus on achieving results or practical job performance, especially when faced with deadlines or great demand. You may be so intent on fulfilling your work tasks or goals, paying attention to detail to avoid mistakes, or doing what is expected of you, that you are simply less attentive to others and their needs. This does not mean you are insensitive, but simply more focused on the task at hand. Many professionals choose to take an emotional

distance from co-workers, colleagues, or customers purposely, to better maintain objectivity and control of their work life.

### 5. Interpersonal Conflict:

How well do you handle disputes or mistakes made when interacting with co-workers, customers or others?



This score measures your attitude toward interpersonal conflict and discord with people. It shows your attitude toward the negative aspects of interacting with colleagues and co-workers and the potential harm others can do.

An **under-valued** attitude indicates that potential faults or deficiencies in others are under-valued, overlooked, ignored, or forgiven. You tend to make others' personal mistakes and shortcomings less bad than they really are, including co-workers who may be careless or lazy at times. You likely believe that criticizing or holding others accountable for errors, omissions, or personal flaws may be counter-productive and cause more conflict, or even be detrimental to your work life.

This attitude reflects an individual who is not in the habit of focusing on and directly addressing personal deficiencies, or careless, disengaged co-workers, and the consequences thereof. If you have this attitude, you believe that openly criticizing and blaming others lowers their receptivity, and could actually lead to greater interpersonal conflict in the workplace. If you do choose to address personal conflicts or disputes at work, you will do so in a kind, sensitive, and constructive way, and try to resolve them while preserving relationships. You likely prefer to focus on the good in others, especially co-workers who may be going through tough times. You may even choose to ignore or forgive their personal weaknesses, giving them the benefit of the doubt or a second chance.

### 6. Practical Work Skills:

How well do you understand effective work procedures, and the processes involved in doing a good job?



This dimension reveals your mental grasp of tangible, observable work life realities (actions, causal relations between efforts and results, social and professional responsibility, work-flow routines) and how they all fit together in actual work life situations. This score measures your capacity to understand processes, things and events, and how they relate to each other comparatively, with particular focus on doing a job well, and striving to do the best work possible, in an efficient and responsible way.

A **moderate score** indicates that you generally know what to do and how to do it in most work life

situations, but you may occasionally take things for granted, overlook certain details, or get impatient with the process it takes to get things done.

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## 7. Attitude toward Work Performance:

Do you thrive in your current work life setting?



This score reflects your attitude toward the benefits of doing a good job, and successfully completing tasks and projects that are part of your work life, whether those tasks are centered on technical, mechanical or clerical skills, systems, or providing a service, like trouble-shooting or customer support. It measures your level of engagement in routine work processes and procedures, and the degree of familiarity and involvement with all aspects of performing your job well.

An **over-valued** attitude shows sensitivity to and reliance on practical efficiency, and reflects your attitude toward work life success. You are professionally adept, enjoy solving routine problems, and generally strive for excellence. You tend to get fully and actively involved in your work, and may overemphasize meeting or exceeding performance standards. You try to focus on the task at hand, which enables you to be productive and stay on track.

## 8. Attitude toward Work Problems:

What is your response when processes/procedures do not go as you would like?



This score reflects your attitude toward mistakes and problems often encountered in the course of doing your job. It shows how you relate to the negative, deficient, and disruptive aspects that often emerge in daily work life.

An **over-valued** attitude shows you tend to magnify “bad” or deficient aspects of your work life, making them worse than they really are. This includes factors like substandard performance, lack of efficiency, messing up a job, crisis situations, etc. Your focus is on avoiding or correcting errors and omissions, and you do your best to directly address work-related problems and resolve them as soon as you become aware of them.

## 9. Organizational Policies and Procedures:

How well do you understand directives and established policies and procedures?



This dimension is about organizational systems, including established policies and work procedures, clear and precise instructions and directives, and how your work life is structured through established standards, rules and the use of directives and authority. It involves work goals, standards, principles, planning, and all elements establishing definition, structure, and order in the organization and in the scope of your work life.

A **high score** reflects conscientiousness as well as a clear understanding of organizational rules, standards, policies, planning, expectations and goals as they apply to your work life. You are an employee who works and learns best in an atmosphere that has a clear structure and a well-defined chain of command. You value working in an organizational climate/culture/atmosphere that provides clear direction, and defines the results or standards that you are expected to achieve in your work life.

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## 10. Attitude toward Compliance:

How well do you accept and follow established policies and authority in your work-life context?



This score measures your attitude toward following the rules, and conforming to the organization's established policies and procedures, as well as the directives of authority figures.

A **neutral** attitude indicates you are realistic and objective toward compliance with rules and systems mechanisms in your work life. You are willing to comply with established rules and policies you think work well, but you also speak up if you believe something is wrong or dysfunctional, and are willing to bend the rules if it serves a practical purpose. You tend to apply established policies and procedures as flexible guidelines for your work life, as opposed to viewing them as strict or absolute. You demonstrate a reasonable, objective attitude toward authority, and are able to work equally well under supervision, or on your own.

## 11. Attitude toward Defiance:

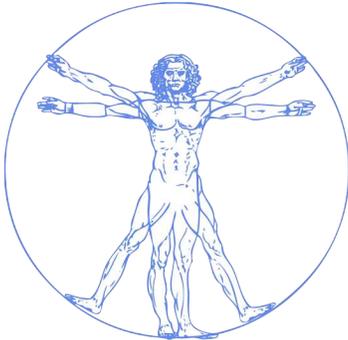
To what extent do you accept or reject going against the system?



This score measures your attitude toward deficiencies in organizational systems and defiance against authority and established rules.

An **over-valued** attitude toward defiance indicates that you magnify it as worse than it really is. You do your best to carry out instructions the way you are told to do something, by listening carefully to your superiors. You try to follow the rules as well as you can, and frown upon others at work who may be in the habit of breaking the rules or responding to authority figures in a negative or hostile way.

## Work Life Self View



This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your job role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

## 12. Self-judgment

How clearly do you understand your work-self in terms of being, doing and thinking?



This is a summary score of your clarity regarding the three primary dimensions of total self-understanding:

1. Intuitive Awareness of Self-worth
2. Work Role Engagement
3. Work Life Identity and Self-direction

A **moderate score** indicates you have reached a relatively clear level of self-understanding and appreciation, which is generally better developed in two areas as opposed to all three self dimensions.

## 13. Self-control

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handle the challenges of everyday work-life. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **moderate score** indicates your capacity to handle, and respond to, job or career stresses/challenges well most of the time, but on occasion, you may react emotionally, showing frustration or irritability.

#### 14. Intuitive Awareness of Self-worth:

How well do you understand the value you bring to your work life - as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve.

A **high score** reflects a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith in yourself and your performance potential, and understand your strengths and weaknesses very well. You enjoy just being yourself at work and feel your life has definite purpose, which makes you excited about your work life in general.

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#### 15. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better in your work life through accessing and drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in your work life and bring it into reality. It is a measure of the quality of your internal motivation.

An **under-valued** attitude indicates you agree you have a lot of undeveloped performance potential within and you desire to make it real and actual in your work life. You are personally committed to and actively work toward continuous self-improvement.

You have a high level of self-motivation and a strong desire for further improvement. You recognize that you have not yet developed all of your potential in your work life, and are open to feedback without becoming defensive.

#### 16. Attitude toward Personal Problems:

What is your attitude concerning personal problems?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in your work life.

An **under-valued** attitude indicates that you feel you do not have many, if any, personal problems or deficiencies to overcome. When you have this attitude, you are essentially saying everything is great and you have few, if any problems – your work life is full of purpose and you have nothing to be ashamed of or unhappy about.

### 17. Work Role Engagement:

Do you feel your talents are being fully utilized within the demands of your current work role?



This score measures your ability to achieve and maintain the harmonious integration of your work life roles. It reflects the degree of your personal identification with your current position, and whether you are getting a strong sense of personal fulfillment and achievement from your work roles.

A **moderate score** indicates a moderate level of identification with your current work role, and could mean that you experience role conflict at times. Perhaps your current job is not fully utilizing your talents, or some other factors may be involved, like too much time spent traveling or away from family, working a late shift, etc. You may also feel that you are currently in a position that offers little or no potential for advancement, or you may be in a new position you are still learning about. You may also have a job that requires too much of you, or in which your responsibilities seem overwhelming.

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### 18. Attitude toward Peak Performance:

How well do you believe you can excel in your work role?



This score reflects your attitude toward professional role success, and the degree to which you enjoy your current job, as well as your other responsibilities in the sense of rising to meet challenges and continually improving your performance.

A **neutral** attitude indicates an objective, balanced view of your work role, and a clear understanding of why you are engaged in your current position. You have a realistic attitude toward role involvement and success, and you tend to see the pros and cons of your current job equally well. You are good at handling the challenges of your work responsibilities, and generally feel accountable for your job performance.

### 19. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong in your work life?



This score reflects your attitude toward problems in your current work role responsibilities, performance, work ethic, professional preparedness and engaged participation.

An **over-valued** attitude indicates that you feel there are some problems at work (or in your specific job) which may include poor working conditions, negative executives, managers, or supervisors, an overwhelming workload, or too many details to handle with quality.

### 20. Work Life Identity and Self-direction:

How clear are you about your professional future? Do you have definite career goals?



This score measures your work life identity in terms of where you are going in the future. This score is about the definition of your "comfort zone" in your professional career, and your understanding of the mental planning and discipline necessary to best organize your work life and prepare for the future.

A **moderate score** indicates you have a moderately well-developed sense of work life identity and self-direction in your life at this time. You understand productive work principles and you know you have a definite role to play, but you may be somewhat unclear about your long-term career goals or future direction. You may see your future work life as a continuation of the present.

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### 21. Attitude toward Personal Growth:

What is the quality of your mental self-image and how do you project yourself into the future?



This score reflects your attitude about your positive goals and aspirations for your work life, and your career goals for the future.

A **neutral** attitude indicates you have an objective and realistic view about yourself in terms of the definition of your work life identity, goal achievement, and self-direction. You are open to performance improvement suggestions, and you may also be keeping your future somewhat open to capture the best professional opportunity that may come along. A neutral attitude here can also indicate that most of your time and energy is focused on what you are doing in the present, or what you have accomplished in the past, and you tend to see the future as a continuation of the past or present. You may be so engaged in fulfilling the responsibilities of your current position that you tend to put any new plans or goals for the future on the back burner.

## 22. Attitude toward Personal Setbacks:

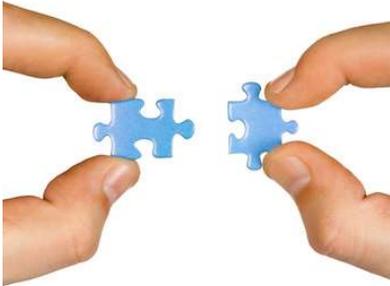
How do you handle personal setbacks and potential work life failures?



This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your work life.

An **under-valued** attitude indicates you are not focused on potential issues or setbacks that might come along as you progress in your career.

## Combined View



These attributes are measured by combining your Work Life World View and Work Life Self View to get a complete picture of YOU on the job.

### 23. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a person will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance.

A **moderate score** indicates you are willing to take responsibility for the actions of others close to you most of the time, but you may occasionally lay blame when you feel things are out of your control. You may also feel you are responsible for the outcome of too many people, tasks or projects to manage them all equally well.

### 24. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **high** score indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

### 25. Conceptual Thinking:

How well are you able to mentally visualize a plan or model from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-

range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, processes and alternatives, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

## 26. Conflict Management:

How well do you manage conflict?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **high score** indicates you are very sensitive to conflicts, and utilize integrity and diplomacy to achieve a work group that functions together harmoniously as a team, although each individual may have differing perspectives. You tend to promote collaboration versus competition by destroying the "I-you" or "we-they" barrier, with a focus on teamwork. This includes resolving conflict in a constructive way that insures the parties can work together in a positive atmosphere of openness, trust and mutual respect.

## 27. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities, if they are offered.

## 28. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **high score** indicates you are a person who is highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

### 29. Decision Making Ability:

How well do you make decisions on the job?



This score measures the ability to make consistently sound, accurate, and timely decisions in your work role.

A **high score** indicates that you can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to work "smarter" and respond better to the needs of your customers, co-workers, and managers.

### 30. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **high score** indicates you have developed a keen sense of what to do or say in difficult or delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

### 31. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people,

with genuine sensitivity to their needs and desires: putting yourself in their shoes. You are perceived as a caring person who is concerned about taking care of friends and co-workers. At times, you may even put another person's needs ahead of getting things done or the established rules of the organization.

### 32. Flexibility:

How adaptable are you?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **moderate score** indicates you have developed a relatively high level of versatility. This enables you to adapt well to change most of the time.

### 33. Goal Achievement:

How well do you focus on achieving your work goals?



This score measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **moderate score** indicates you generally stay focused on the goal at hand until you achieve it, but at times, you may allow potential problems, or disturbances, to interrupt your concentration, which can get you off track. This may occur because you are focused on achieving too many goals, or you may be spreading yourself too thin due to the nature of your workload, which may be overwhelming at this time.

### 34. Influencing Others:

Are you able to influence other people to your point of view?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another's feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **moderate score** indicates that you have a relatively high level of sensitivity when it comes to

listening and understanding others' views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds, and opinions.

### 35. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

### 36. Intuition:

How well can you “feel into the situation” and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **high score** indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

### 37. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **high score** indicates you have the capacity to realistically evaluate what you hear, because you tend to be open-minded, can suspend your own judgment, and genuinely care about others' opinions. You likely pay attention to people's body language, tone, and content. You also have

present moment awareness in conversations, rather than thinking about the work you have to do or another agenda.

### 38. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **moderate score** indicates that most of the time, you are willing to take personal responsibility for failures as well as successes. However, there are times when you do not feel responsible for a problem or error that occurred, which may have been out of your control. At those times, you may not be willing to stand behind your actions and decisions one hundred percent.

### 39. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly "see into the future" as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals to fulfill your vision for your work life success.

### 40. Practical Problem Solving Ability:

How well are you able to solve routine, daily problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint or repairing equipment, to an organization-wide issue.

A **high score** indicates you are able to understand and analyze the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

### 41. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

### 42. Results Orientation:

How focused are you on results?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results more important than the process or people necessary to achieve it.

### 43. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **moderate score** indicates you are generally good at managing and organizing yourself. Most of the time, you demonstrate the necessary discipline to focus your abilities, time, and energy on achieving your future goals, by planning your work and working your plan. However, there may be

times when you are faced with unexpected problems or obstacles, which could impact your work role or goal clarity, and make it difficult to consistently control, organize, and manage yourself.

#### 44. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation, initiative, and drive to get to work.

A **moderate score** indicates you generally demonstrate a strong sense of internal motivation and drive. Much of the time, you will take the personal initiative necessary to start a project, as opposed to having someone else directing or telling you what to do. However, if your goals or future plans change or become less clear, you may develop a lower sense of urgency, because you do not have a clear target in mind.

#### 45. Teamwork:

Are you focused on all aspects of teamwork as a team player?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being a leader at times, while also contributing to the work needing to be done, and being supportive and helpful to your co-workers or team members to achieve results. You believe "together, we can achieve more."

**Profile Notes:**