

PROCESSING

PASSION



PRESENCE

INSIGHT*compass* Coaching

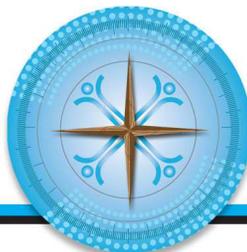
Passion, Processing, Presence

Anita Sample's Personal Insights Report

4/20/2018

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

Viatech Global - DEMO Report 520-447-7835 viatechglobal.com



Personal Insights – Path to Indepth Understanding

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The key to self-growth is increased self-awareness. Neuroscience today has been demonstrating over and over again that gaining an unbiased perspective of ourselves can be transformational in itself. It is in knowing who we are that we can make the conscious decision to make changes that improve our lives, help us make better decision, and live with more purpose.

A one-dimensional assessment is not able to capture the full depth of who you are, it takes different perspectives to get a clear picture of who you are from the

"The more we understand ourselves, the greater our ability to integrate into the world around us and to leave a positive impact on others. When I can look past myself to see you for who you are, the more we will accomplish together."
-- Pam Brooks

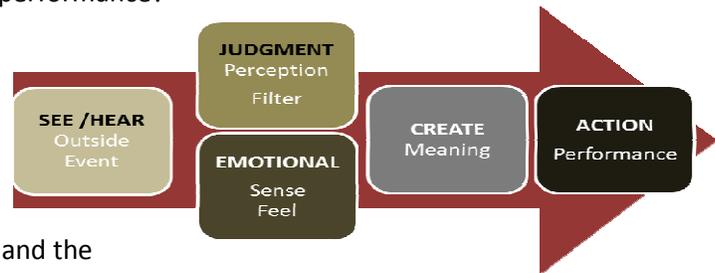
inside-out, much like it takes three satellites to truly triangulate your location. This integrated report is designed to take you on a journey of exploration that will help you understand the three key areas of human performance: your interaction and relationships with other **people**, your approaches to **tasks and problem solving**, and your way of **ordering** your world and **setting goals**.

Your passions drive you to take action, your natural behavioral responses and emotional style can predetermine how you will naturally interface with others and the world around you, while your judgment impacts how you process information and how you relate to yourself in any given moment. These three distinct aspects of performance integrate together and impact your performance potential. This **Personal Insights Report** will utilize some of the cutting edge information from neuroscience to help you reach a more grounded understanding of how your passions and judgment drive your behavior and how your behavior can help balance out your passions and judgment. It provides a summary of your Passion, DISC and Judgment compass reports and walks you through how to pull the important information that impacts performance potential in the areas of **people, task, and systems**.

Fundamentals of Performance

How do our brains go from absorbing information to taking action? How can the understanding of this process help us consciously make better choices to improve performance?

- An event happens; we see it, feel it, and sense it. The bits of information are picked up through our senses and sent to our brain for sorting.



- The frontal cortex of the brain (logic center) and the limbic system (emotional center) of the brain respond to the information simultaneously to create meaning. Depending on how the brain sorts and evaluates the information, the brain either begins to sort out a logical response or our emotions win out in stressful situations and we are moved either into a fight, flight, or freeze response.
- **Our perception / judgment of the event is largely based on past experience**, values, training etc. (same-different, good-bad, right-wrong).
- **95% of our judgment is done without consciously “thinking about it”**, that is to say it happens behind the scenes. Actual thinking takes work, like solving a math problem. Our brain, when given the option, likes to take the easier well-traveled path of response; it is wired for this and in reality makes our lives easier in most situations.
- **The general motivation behind the judgment that leads to action is to increase pleasure and avoid pain.** This does not mean that our perceptions and judgment are necessarily right, or that our actions are correct or productive, but the brain thinks so. The brain automatically wants to do things that enhance or protect our safety needs, our belonging needs, and our need to feel important or have purpose. The key is in discovering the core of why you do what you do. Once you understand this you can make changes that are more productive and lead to better outcomes.

Integrating the Reports

Each section of the report will give you a new language of understanding for who you are and how to relate better with others that are different than yourself. Things to keep in mind as you go through each section:

1. **You may not be utilizing some strengths or displaying some of the limitations at present.** It takes exposure to specific environments, people and/or contexts for our strengths and limitations to potentially expose themselves.
2. **Note your strengths that may be underutilized.** These may be helpful to draw on at some point!
3. **Only note the one or two potential limitations that may be affecting your performance at this time.** These will be the ones to really address and find ways to leverage your strengths to overcome the impact of the limiting factors.
4. **Note the areas that help you to understand your relationship with others in a new way.** It helps when we can learn to get past who we are and understand others from their performance areas so we can learn to adapt to meet them where they are and communicate more clearly with them.

The first section contains your **PASSION*compass*** report. By reviewing this section you will learn your level of passion in the seven dimensions of value. Your degree of passion in any of these dimensions provides insight into what you like to do and how your highest levels of passion translate into your strengths. Your highest passion areas also provide insight into what you are motivated by. Your lowest levels of passion may translate into an area of avoidance or disengagement with people that are in the passionate range in the same area. The insights from this section will help you understand why you relate to people with similar passions or potentially clash with them because you are in competition with them, and why you may be put off by others who do not share your passion.

Use this information to understand how your passions can translate into benefit for not only you but any organization you are associated with. Also be aware of how your extremely high values in any of the passion dimensions can turn into a potential “Achilles Heel”. For assistance in understanding the ramifications of your passions, please connect with the consultant that introduced you to this report.

The second section contains your **DISC*compass*** report. By reviewing this section you will discover your behavioral style and your emotional response to your environment and others. Your responses to the questionnaire have resulted in values in the four behavioral style elements, D for Dominance, I for Influence, S for Steadiness of pace, and C for Conscientious. The higher the value, the more observable the style element. Each of us is unique and no behavioral style has more value than any other. We all bring value to the party. The better we understand our behavioral style and how it affects others, and the more we can choose to adapt our style to meet the situations we find ourselves in. In addition, the more we improve communication, the more effective we will be and better able we will be to maintain emotional control.



In addition to giving you an accurate insight into your style, this report also gives insight into identifying the styles of others and information on how you can turn potential adversarial confrontations (based on style differences) into productive conversations by applying adaptation techniques. As mentioned above, for assistance in understanding your behavioral style, your strengths, limitations and so forth, please connect with the consultant that introduced you to this report.

The third section contains your **JUDGMENT*compass*** report. This is where you discover how you evaluate information and where you focus your attention. This is the realm of processing, how you perceive people, how you determine immediate needs, and how you see the absolutes and conceptual rules and limits. These hold true for how you view the world in the areas of people, task, and structure as well as your view of yourself in the areas of self-awareness, role awareness, and self-direction. Each person has various levels of focus toward people, task, and structure that can create biases in processing. How these vary determines both strengths and limitations and can provide ways to understand how to increase performance. This section is, by far, the most important as it can become your map to unparalleled success. How you arrive at judgments gives you the power to better understand yourself as well as others and use that ability to propel you to achieve your goals.

Your Passions

Successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their passions. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural passions better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

"Find something you're passionate about and keep tremendously interested in it."

-- *Julia Child*

Seven Dimensions of Passion

This Passion Index is unique in the marketplace in that it examines seven independent and unique aspects of passion. This Passion Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique passions and drivers.

Passion helps influence behavior and action and can be considered somewhat of a hidden passion because they are not readily observable. Understanding your Passion helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your passions are satisfied by what you do. This drives you, reduces fatigue, and inspires you.



Aesthetic - a drive for balance, harmony and form.



Economic - a drive for economic or practical returns.



Individualistic - a drive to stand out as independent and unique.



Political - a drive to be in control or have influence.



Altruistic - a drive for humanitarian efforts or to help others altruistically.



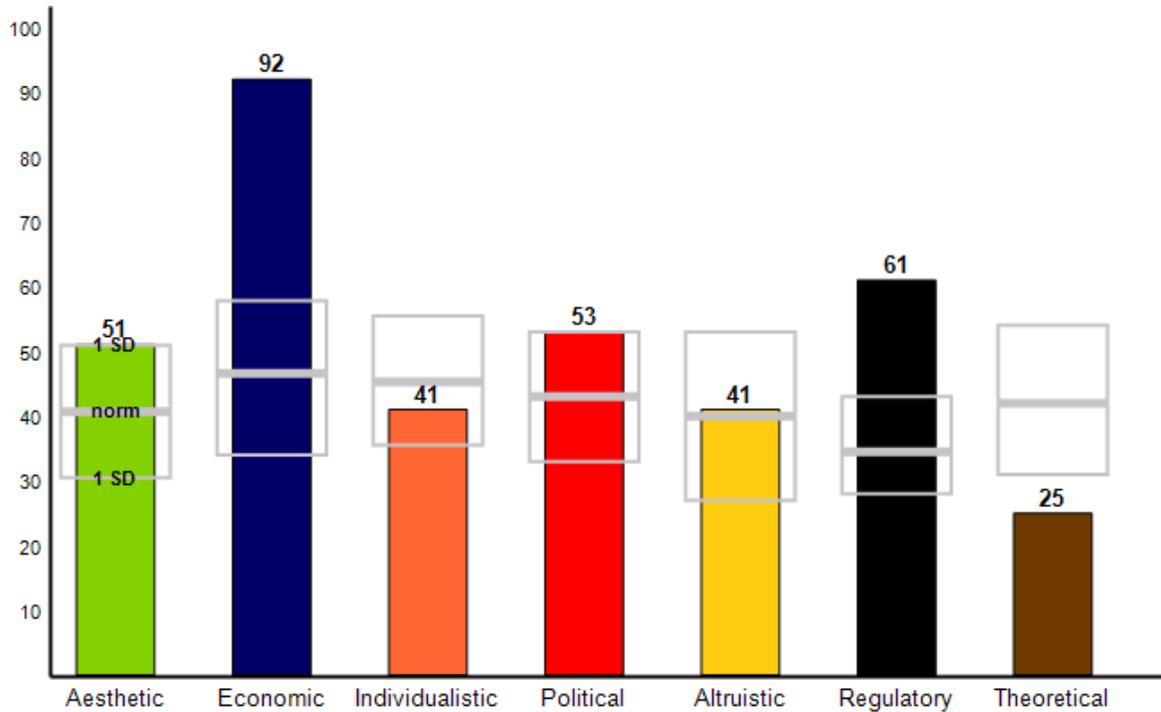
Regulatory - a drive to establish order, routine and structure.



Theoretical - a drive for knowledge, learning and understanding.

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

Executive Summary of Anita's Passion



Aesthetic - High

You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.



Economic - Very High

You are very competitive and bottom-line oriented.



Individualistic - Average

You are not an extremist and able to balance the needs of both others and self.



Political - High

You are able to accept the credit or take the blame with a 'the buck stops here' attitude.



Altruistic - Average

You are concerned for others without giving everything away; a stabilizer.



Regulatory - High

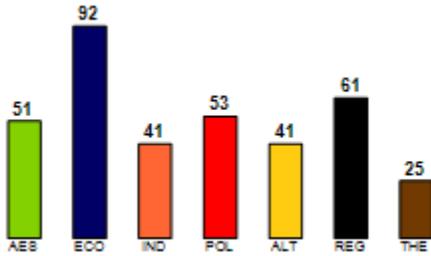
You have a strong preference for following established systems or creating them if none present.



Theoretical - Low

You are less concerned with the big picture or knowledge for knowledge sake.

Your Aesthetic Drive



The Aesthetic Dimension: The main Passion in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.



General Traits:

- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.
- You enjoy helping, teaching, and coaching others, especially in areas of creative expression.
- You will utilize creativity and artful expression to persuade or influence others.
- You have a strong appreciation for nature, beauty and the environment.



Key Strengths:

- You are often seen as one who shows interpersonal empathy in dealing with others.
- You are able to defuse a tense situation with a humorous quip or comment.
- You will bring a creative outside view to discussions.
- You show the ability to see common things in new ways, and can bring creativity to the team as a result.
- You tend to look for what is beautiful in any subject rather than what is ugly.



Motivational Insights:

- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You allow for outside activities other than strictly work related all the time.
- You explore potential of more involvement with environmental or "green" initiatives.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.
- You limit constraints on creativity or flexibility and allow freedom of expression.



Training/Learning Insight:

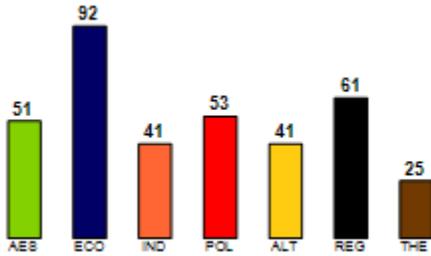
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



Continual Improvement Insights:

- You could benefit from being a little more pragmatic.
- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.

Your Economic Drive



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.



General Traits:

- You are motivated by money and bonuses as recognition for a job well done.
- You need for education and training to be practical and useful, with a profit or economic motive.
- People who score like you tend to like rewards based on the results they achieve rather than on the method used to obtain the results.
- People who score like you tend to be hard working, competitive, and motivated most by financial rewards and challenging compensation plans.
- You are typically interested in what is practical and useful in meeting goals (usually economic ones).



Key Strengths:

- You are highly driven by competition, challenges, and economic incentives.
- You are highly productive.
- You pay attention to return on investment in business or team activity.
- You show a keen ear to the revenue-clock, your own and the organization's.
- You will protect organizational or team finances, as well as your own.



Motivational Insights:

- You prefer to reward high performance in tangible and monetary ways with individual and team recognition.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.
- Remember that you have a keen ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- Be certain you are balancing your professional and personal life.
- You make certain that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for it.



Training/Learning Insight:

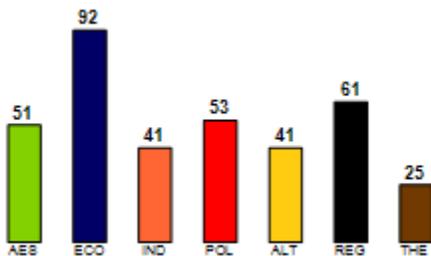
- If possible, you should build in some group competition as a part of any training activities.
- You should link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You prefer some rewards or incentives for participation in additional training and professional development.
- Your scores are like those who want information that will help them increase bottom-line activity and effectiveness.



Continual Improvement Insights:

- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- You may judge efforts of others by an economic scale only.
- You may need to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Economic drive.
- While this very high economic drive may be a significant motivating factor in achieving your goals, it may also become a visible "greed factor" especially in sales people, and others sharing this very high economic drive.

Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.



General Traits:

- You have the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Those who score like you would probably not be considered controversial in their workplace ideas or transactions.
- You have the ability to take or leave the limelight and attention given for special contributions.
- You show the ability to take a leadership role when asked and also to be a supportive team member when asked.
- You show moderate social flexibility in that you would be considered as one who is socially appropriate and supportive of others on the team.



Key Strengths:

- You are able to see both sides of the positions from those with higher and lower Individualistic scores.
- You are able to follow or lead as asked.
- You may be able to mediate between the needs of the higher and lower Individualistic members of the team.
- You are able to take a stand with emphasis, or to be a more quiet member supporting a position.
- You may be seen as a stabilizing force in organizational operations and transactions.



Motivational Insights:

- Remember that you score like those with a high social flexibility, that is, you can assume an appropriate leadership role for a team, or be a supportive team member as the situation requires.
- Remember that you show the ability to get along with a wide variety of others, without alienating those with opinions in extreme positions on the spectrum.
- You act as a balancing or stabilizing agent in a variety of team environments.
- You bring an Individualistic drive typical of many professionals, i.e., near the national mean.
- You can provide input to gain a center-lane perspective on an organizational issue related to this Values scale.



Training/Learning Insight:

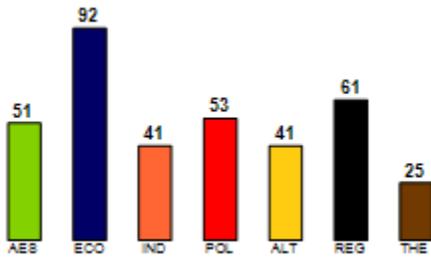
- You are able to be a flexible participant in training and development programs.
- You tend to enjoy both team-oriented and individual or independent learning activities.
- You will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Because this score is near the national mean, please check other higher and lower Values areas to obtain additional insight into learning preferences.



Continual Improvement Insights:

- Without necessarily picking sides, you may need to take a stand on some issues related to individual agendas.
- To gain additional insight, you should examine other values drives to determine the importance of this Individualistic drive factor.
- You should allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- You should avoid criticizing those with higher or lower Individualistic drives, since all Values positions are positions deserving respect.

Your Political Drive



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this Passion.



General Traits:

- You show a very high energy level in working toward goals and ambitions.
- You seek competition.
- You enjoy a feeling of accomplishment in getting a difficult job done on your own.
- You enjoy winning.
- You are an active agent in tough decision-making roles.



Key Strengths:

- You have a 'buck stops here' approach to business and getting things done.
- You have a high energy level to work hard at meeting goals.
- You accept struggle and hard work toward a goal.
- You are able to plan and design work projects for teams to accomplish.
- You are able to plan and control your own work tasks.



Motivational Insights:

- You prefer an environment with minimal involvement with routine, detail, and paperwork.
- You enjoy status and esteem in the eyes of others.
- You may like to be seen as a catalyst for change.
- You prefer freedom to take risks, but also need the boundaries and limits to the risk-taking freedom.
- You appreciate occasional public recognition and praise for successes.



Training/Learning Insight:

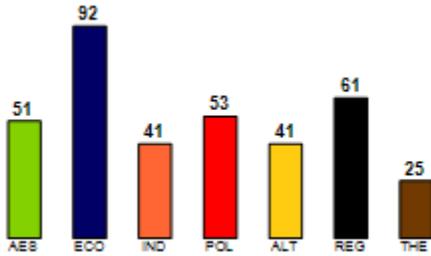
- Some who share this score range may prefer independent study instead of group or team learning activities.
- You score like those who frequently show an interest in leading some training or professional development activities.
- You provide for individual recognition for exceptional performance.
- If group activities are involved, attempt to build in some competition and group leadership events.
- You link learning successes with potential to increase personal credibility and motivation of teams when working with others.



Continual Improvement Insights:

- You may need to be more sensitive to the needs of others on the team.
- You may be perceived as one who oversteps authority without cause.
- You may show impatience with others who don't see the big picture as clearly.
- You may need to soften your own agenda at times and allow for other ideas and methods to be explored.
- You may project a high sense of urgency which may also translate to some as a high intensity.

Your Altruistic Drive



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.



General Traits:

- You will not create an imbalance between your own needs and those of others.
- You can be a good mediator between those who give too much and those who don't give enough.
- You are very much in line with the average level of altruism seen in business environments.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You balance helping others with personal concerns very effectively.



Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in others through personal actions with them.



Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be a good judge of how much to involve others versus making the command decision.



Training/Learning Insight:

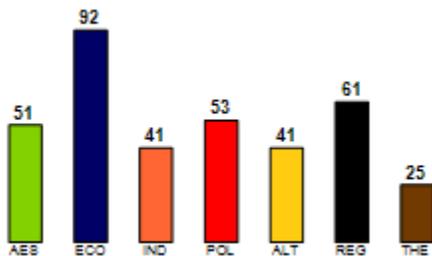
- You would be more motivated by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.



Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.

Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This Passion is to promote rules and policies, a traditional approach and security through standards and protocols.



General Traits:

- You think everything has a "right way" and a "wrong way".
- You subscribe to a "Rules are made to be followed" mentality.
- You see rules as a key to results.
- You believe in sticking to what works.
- You are accepting of established rules and policies.



Key Strengths:

- You are efficient and effective in organizing tasks and most work.
- You achieve a sense of accomplishment based on the quality of the work.
- You maintain timelines and meet deadlines.
- You take pride in things that support tradition like national history, honor, duty.
- You are reliable and dependable.



Motivational Insights:

- You prefer a structured and routine environment to work in.
- You prefer to receive personal criticism in a constructive manner and in private.
- Work quickly to correct missing needs or inaccuracies to maintain productivity.
- Be patient when trying new concepts or procedures. Ensure ample to adapt.
- You should make sure the reasons behind instructions are clearly understood.



Training/Learning Insight:

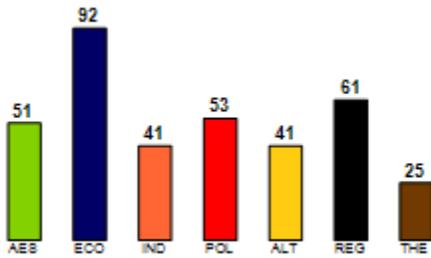
- You will prefer learning activities that are structured and detailed.
- You are a well disciplined learner.
- You like to understand the why behind the what when learning new things.



Continual Improvement Insights:

- You should realize that change can be good, productive and needed.
- You could possibly be perceived by some to be too structured or rigid on certain issues.
- It might not hurt to let go sometimes and have no prescribed path to follow.
- When in a high change environment, remember to be flexible.
- You should try being a little more flexible.

Your Theoretical Drive



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This Passion can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.



General Traits:

- You may appreciate technical support in providing detailed answers to questions, to avoid getting personally bogged down in the details.
- You like to spend time learning things that have a direct impact on what you need to accomplish as a professional.
- You like brevity and concise information.
- You may prefer to work on many things with only partial stakes than getting bogged down in only one function or role.
- You may rely on intuition in making decisions, rather than getting bogged down in theory and minutia.



Key Strengths:

- You may bring a constant sense of efficiency to specific job tasks.
- You are resourceful; will find a way to get it done.
- You are focused on the task, goal or vision, and completes your responsibility on schedule.
- You can get people on board for a cause.
- The nature of the job-view is to be concerned with the more practical and bottom-line aspects of the job.



Motivational Insights:

- Avoid massive amounts of paperwork, forms, and details.
- You prefer occasional monitoring or check-ins on progress rather than frequent contacts.
- You prefer independence in performing tasks related to the projects.
- You prefer information that is relevant to the task, but no more.
- Keep the product-knowledge requirements at a practical level.



Training/Learning Insight:

- You should make training and development activities as practical as possible.
- You should avoid getting bogged down in academic minutia.
- You should hit only those essential items that related to increased success or efficiency on projects.
- You should link training and professional development to other areas of the Values graph where peaks occur.



Continual Improvement Insights:

- You may not have an observable interest in asking questions about those things not directly connected to the practical aspects of the job.
- You create a balance between minimum details and those details necessary to maintain quality control.
- You may need a reminder on updates of new technology or new methods of procedures.
- You may need assistance with voluminous details and to watch time management.
- You have the potential for sometimes ignoring certain rules, regulations, protocol, or knowledge which is integrally important to the success of a project.

Relevance Section

Use this sheet to help you track which Passions are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Motivation Index report, find which Passions are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these Passions (i.e., how well what you do satisfies what you are passionate about).

		Alignment				
		Poorly				Highly
Passion #1:	_____	1	2	3	4	5
Passion #2:	_____	1	2	3	4	5

Legend:	
2-4 = Poor	8-9 = Excellent
4-5 = Below Average	10 = Genius
6-7 = Average	

Tally Your Score Here

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Passion #1: What aspects of your company or role can you get involved in that would satisfy this Passion?

Passion #2: What aspects of your company or role can you get involved in that would satisfy this Passion?

Introduction to DISCcompass™

The DISCcompass is a navigational instrument for understanding your behavioral style, your presence. It shows your preferred focus and pace, your talents, communication preferences, and much more. Now you begin your journey into your unique behavioral style.

Harvard Business School confirmed many years ago there are **three primary reasons** people achieve **extreme** success in all walks of life whether in the arts, military, professional or any other: 1) they know themselves, 2) they understand and “read” other people, and 3) they know how to adapt to others.

“While we may not be able to control all that happens to us, we can control what happens inside us.”
-- Benjamin Franklin

The DISCcompass™ teaches individuals, whether employer or employee, how to promote deeper communication that aids productivity and camaraderie. The **Compass** report takes your communication skills to a higher level because it teaches how to **adapt** to others.

DISCcompass™ does not make value judgments because there is no “right” or “wrong” way to be. Instead, it concentrates on natural tendencies that influence your behavior. It is not about changing yourself or trying to be someone different. It is about growing and being the best you possible.

BEHAVIORAL STYLES

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles.

DISCcompass™ identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people almost on contact. This

STYLE	TENDENCIES
Dominance	Tends to be direct and guarded
Influence	Tends to be direct and open
Steadiness	Tends to be indirect and open
Conscientious	Tends to be indirect and guarded

DISCcompass™ is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

HOW TO USE THIS REPORT

This DISC report starts off with a focus on understanding your DISC style characteristics. Please note that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are only tendencies for your style group and may, or may not, specifically apply to you personally.

ADAPTABILITY

In addition to understanding your style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of others. This is called adaptability. Social scientists call it “social intelligence.” There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

Understanding Yourself - General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You score like those who are socially poised without being overly controlling. You have the ability to project confidence and poise that is perceived as sincere and genuine. Others are likely to notice this, allowing you to develop trust and credibility with them easily.

You show the ability to meet new people easily and confidently. Some individuals are reticent about meeting others, but you have a warmth and comfort to your style that makes new acquaintanceships easy for you. Your inherent optimism also helps exude a personal confidence without coming off as arrogant. It's a rare gift to show confidence while keeping your ego in check, and others are likely to welcome this style.

Anita, your score pattern suggests a high degree of persistence and patience in working on projects. This can be especially important when the assignments are long, detailed, and involve a multitude of personal or complex tasks. Where others may lose patience and perhaps allow overall quality to lapse, you bring a unique pulse and tempo that can serve as a model for others.

You score like those who prefer to establish long-term relationships, rather than brief, superficial ones. This perhaps comes from your preference toward stability in your lifestance, and longer-term relationships may bring that stability. Friendships and acquaintanceships you have made in the past are important to you, even now.

You have the ability to persuade others, not with hype, but rather with warmth, sincerity, and understanding. These are perhaps considered "soft sell" tools, but they can make a big impact. This skill comes from the merging of your "people skills," along with the fact that you tend to be more modest when dealing with people.

Anita, the responses you gave indicate that you tend to be unselfish and sensitive to the needs of others. This is a rare type of generosity that comes with no strings attached, hidden agendas, or ulterior motives. People who score like you get a genuine "rush" when they are helping others. That's the up-side. The flipside is that you may need to monitor yourself closely to make sure you are not spreading yourself too thin in your efforts to please everybody.

You tend to have a long fuse and seldom become visibly angry or agitated. You may harbor internal anger, but you tend not to vocalize it to those involved, instead perhaps "venting" to others not involved in the project. Overall, you tend not to seek direct confrontation about what is making you upset, which is a good thing as long as you don't let such conflicts boil to the surface.

Your response pattern to the instrument indicates that you have an empathetic listening style. As you know, this is a rare gift. Some listening skills can be taught, but the inherent, sincere listening that you demonstrate is something innate.

Your Strengths

What You Bring to the Organization

You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job. Check the two most important strengths and the two most important work style tendencies and transfer them to the Summary of Your Style page.

Your Strengths:

- You are a good listener.
- You possess a positive sense of humor and never make jokes at the expense of others.
- You demonstrate a high degree of patience in working with others.
- You are able to negotiate conflicts into win-win situations.
- You are very people-oriented and, as a result, are able to talk with new people very easily in small groups or in large audiences.
- You bring a high "sincerity factor" to the team climate.
- Your strong optimism helps motivate the team toward their goals.

Your Work Style Tendencies That You Bring to the Job:

- You meet new people easily and prefer networking with others rather than working in solitary conditions.
- You tend not to force your own ideas on others with edicts, but rather by offering considered suggestions.
- You are optimistic and motivated to be an excellent team player, able to defer your ego when working with others who may prefer having more control of the situation.
- You show a high degree of persistence in working on projects, especially over the long haul.
- You tend to be an excellent "teacher" to peers on the team, at all levels of the organization.
- On the job, you tend to say "yes" more often than "no," when asked to help out with a colleague's project or problem.
- You are perceived by others on the team as a good listener.

Your Motivations (Wants) and Needs

What motivates you? People are motivated by what they want. What do you really want? Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each is different and simply meets their needs. The more fully our needs are met, the easier it is to perform at an optimal level. Check the two most important motivators (wants) and the two most important needs and transfer them to the Summary of Your Style page.

You Tend to Be Motivated By:

- Acceptance as a positive and supportive member of the organization and team.
- Flexibility to circulate and talk with a variety of people.
- Projects and assignments that provide interpersonal contact, and an opportunity to help both internal and external stakeholders.
- Identification with the organization, team, and others with whom a spirit of work responsibility has been established.
- Evidence that a new process has been successful in similar applications.
- A supervisor, manager, or board who practices a democratic leadership process.
- A work culture that is supportive of family activities and commitments.

People With Patterns Like You Tend to Need:

- More direction toward work tasks, and less focus on chatting and socializing.
- Encouragement to keep the positive spirit and optimism when the pressure is on.
- Detailed delegation of responsibilities, to reduce ambiguity and confusion.
- A sense of belonging to the team or organization as a whole.
- To be more realistic and ambitious in setting deadlines for team projects.
- To learn to say "no" more often in order to avoid spreading yourself too thin.
- To be kept in the information loop regarding projects and initiatives within the organization.

YOUR MOTIVATIONS Ideal Work Environment

Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated. Check the two most important environment factors and transfer them to the Summary of Your Style page.

You Tend to Be Most Effective In Environments That Provide:

- A favorable working climate containing positive attitudes and optimistic spirit.
- Specialized assignments that also involve working and communicating with a variety of people.
- A work culture that takes pride in the systems, processes, and people working behind the scenes.
- A balance between some stable, predictable work activities and some variety and change on a regular basis.
- Support and appreciation of your individual efforts.
- Clear responsibility and lines of authority to avoid confusion or overlapping initiatives.
- A work culture that allows for your natural interest in helping others learn and grow professionally.

The I Style

Behavior and Needs Under Stress

Under Stress You May Appear:

- Overeager
- Inconsistent
- Unrealistic
- Superficial
- Impulsive

Under Stress You Need:

- To get credit
- Prestige
- A quick pace for stimulation and excitement

Your Typical Behaviors in Conflict:

- When you experience a moment of misery, you may appear overeager, impulsive, sarcastic and demanding. You may disregard the facts, and may not listen well to what is being said (only hearing what you want to hear).
- You are quite uncomfortable with conflict, aggression and anger. You do whatever you can do to avoid them. If possible, you may physically avoid an environment filled with conflict or anger. If that is not possible, you will probably seek to use your natural humor and story-telling ability to reduce the level of tension. If neither approach works, you may attempt to ignore the conflict. Given your strong focus on relationships, however, this tactic is rarely successful.
- Your anger is generally a response to a personal attack or, possibly, the failure of someone to support you when you were really counting on that person's support. Of course you may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns your contribution to the problem.

Strategies to Reduce Conflict and Increase Harmony:

- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- You have a tendency to "think out loud." Others may take these "brainstorming" ideas as actual commitments and become upset when those "commitments" are not completed. So, let others know in advance when you are only exploring ideas and options and not committing to actions.

Communication Tips and Plans for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (do's & don'ts) and transfer them to the Summary of Your Style page.

When Communicating with Anita, DO:

- Present your ideas and opinions in a non-threatening way.
- Join in with some name-dropping and talk positively about people and their goals.
- Be certain to conclude the communication with some modes of action and specific next steps for all involved.
- Show sincere interest in Anita as a person.
- Put the details in writing, but don't plan on discussing them too much.
- Provide assurances about Anita's input and decisions.
- Ask for Anita's input regarding people and specific assignments.

When Communicating with Anita, DON'T:

- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air. Be certain all decision points have reached closure and result in plans for action.
- Let the discussion with Anita get caught in dreams too much, otherwise you'll lose time.
- Be rude or abrupt in your delivery.
- Be impersonal or judgmental.
- Manipulate or bully Anita into agreeing.
- Be overly task-oriented.

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:	SO YOU...
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to “do their thing,” within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they’ve done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis

Communication Plan with the **INFLUENCING** Style

CHARACTERISTICS	SO YOU...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the “big picture”
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don’t poke holes in their dreams; show them your positive side
Want feedback that they “look good”	Mention their accomplishments, progress and your other genuine appreciation

Communication Plan with the **STEADY** Style

CHARACTERISTICS	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communication Plan with the **CONSCIENTIOUS** Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	Tell them “why” and “how”

Potential Areas for Improvement

Everyone has some possible struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths which may become a weakness. For example, a High D's directness may be a strength in certain environments, but when overextended they may tend to become bossy.

Check the two most important areas you are committed to improve upon and transfer them to the Summary of Your Style page.

Potential Areas for Improvement:

- You may hesitate to correct or discipline those who report to you, for fear of offending someone.
- You may be rather indirect in providing instructions, because you don't want to impose your will on others.
- You may be a bit of a grudge-holder toward those who offer criticism.
- You may tend to take constructive criticism personally, possibly losing focus as to how it relates to the task.
- You may need some coaching in time management; for instance, in setting more ambitious deadlines.
- You may have difficulty with quick decision making because of your need to consider the "people side" of all issues.
- You may show less emphasis on productivity and more emphasis on the "people side" of a project.

Summary of Anita Sample's Style

Communication is a two-way process. Encourage others to complete their own DISCcompass Online Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCcompass information. Complete the worksheet below from the previous pages of this report.

YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. _____
2. _____

YOUR WORK STYLE TENDENCIES

1. _____
2. _____

YOUR MOTIVATIONS (WANTS)

1. _____
2. _____

YOUR NEEDS

1. _____
2. _____

YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. _____
2. _____

COMMUNICATION DO'S & DON'TS

1. _____
2. _____

POTENTIAL AREAS FOR IMPROVEMENT

1. _____
2. _____

WORD SKETCH Adapted Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them which makes for better relationships and a more harmonious and productive workplace! This chart shows your ADAPTED DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)onscientious to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

WORD SKETCH Natural Style

DISC is an observable “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate our behavior. Therefore, once we can accurately observe one’s actions, it’s easier to “read” and anticipate their likely motivators and needs. This allows us to predict what will and will not please them, which makes for better relationships and a more harmonious and productive workplace! This chart shows your NATURAL DISC Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes to (D)ominance of Problems, (I)nfluence of other People, (S)teadiness of Pace, or (C)onscientious to Procedures and Rules. Share more about the specific needs (now maybe habits) that drive you in each area of FOCUS. Is your DISC point at levels 1 and 2? Then your emotions and needs are the opposite of those whose graph is at Levels 5 and 6 in that area.

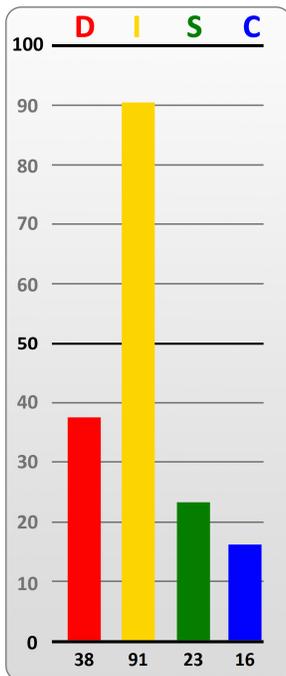
	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

DISCcompass Graphs for Anita Sample

Your Adapted Style indicates you tend to use the behavioral traits of the I style(s) in your selected focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the Is style(s).

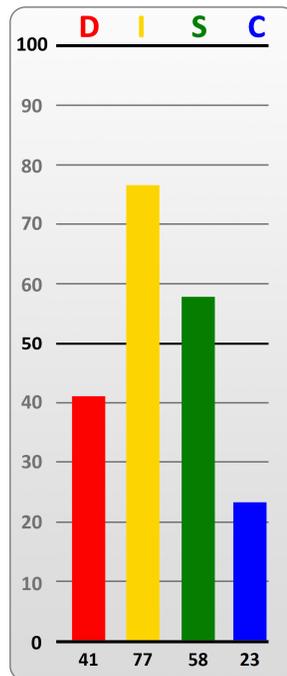
Your Adapted Style is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change when you change roles or situations. The graph on the right is your Natural Style and indicates the intensity of your instinctive behaviors and motivators. It is often a better indicator of the “real you” and your “knee jerk”, instinctive behaviors. This is how you act when you feel comfortable in your home environment and are not attempting to impress. It is also what shows up in stressful situations. This graph tends to be fairly consistent, even in different environments.

Adapted Style - Graph I

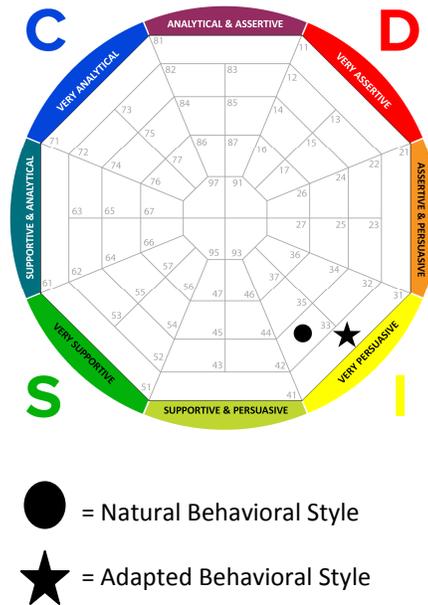


Pattern: I (3621)

Natural Style - Graph II



Pattern: Is (3542)



If the two bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapted Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The four-digit numbers (under the graphs) represent your segment numbers in DISC order and dictate the adjectives highlighted on the Word Sketch pages.

The higher or lower each D, I, S, C point is on your graphs, the greater or lesser your needs-motivated behavior impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral flexibility. For further questions or personal coaching, contact your consultant.

12 Behavioral Tendencies

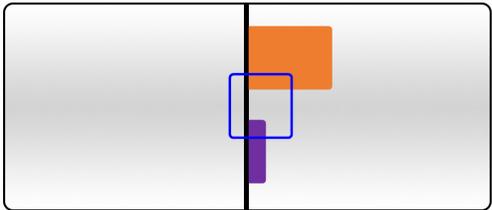
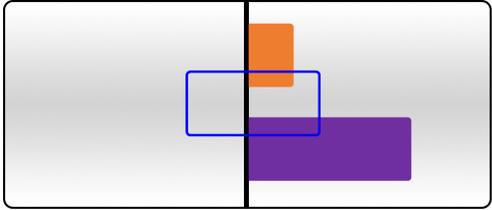
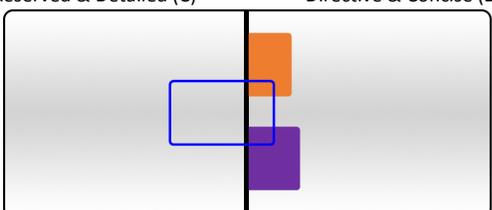
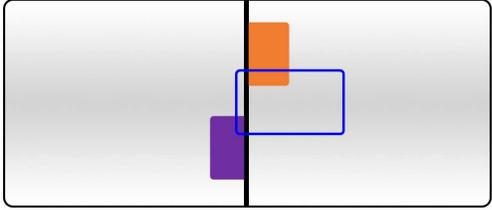
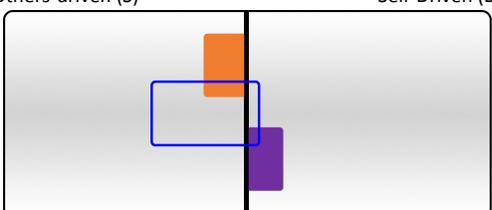
The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other.

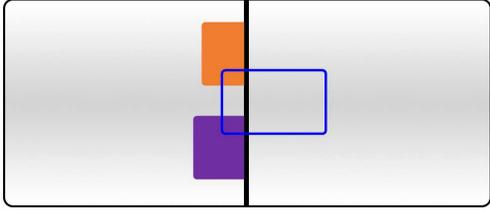
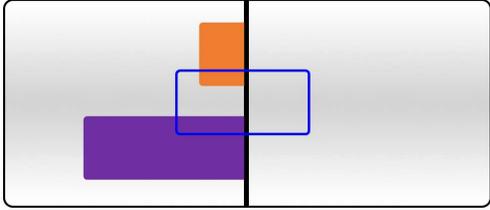
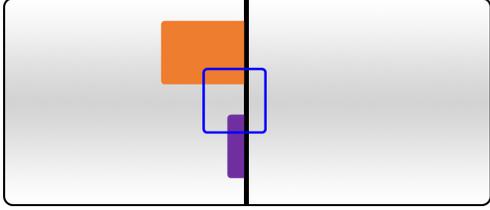
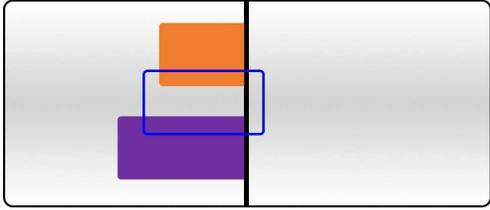
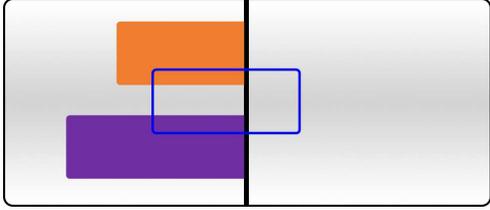
For each of these you will see a graph and personalized statement for your Natural and Adapted style. These reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

Note:

- The behavioral tendencies are presented in the order from **Most Frequently Observed to Least Frequently Observed**.
- **Frequency Observed:**
 - **HI** – Clearly observed in most situations, seen more often
 - **HM** – Frequently observed in many situations
 - **MOD** – May or may not be observed depending on the situation
 - **LM** – Sometimes observed in some situations
 - **LOW** - Absence of the behavior in most situations
- As the graph **moves to one side**, it shows which style has the greatest influence and how the other style has less influence. If the graphs are near the center, the result is a balancing behavioral effect with both styles affecting your behavior in that tendency.
- The **blue box** represents the general population in this behavioral tendency. 68% of people score in this range.

	Balanced
Confidence	Structure (C) Social (I)
<p>Natural (HM): You are somewhat confident when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others.</p> <p>Adapted (HI): You are very confident when interacting with others, quick paced and focused on personal connections, and may tend to embellish to capture attention.</p>	
Interaction	Results-Focused (D) Relationships-Focused (I)
<p>Natural (HM): You are somewhat social, and focus on interacting to build relationships and make connections with others.</p> <p>Adapted (HM): You are somewhat social, and focus on interacting to build relationships and make connections with others.</p>	

<p style="text-align: center;">Process & Follow-through</p> <p>Natural (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace.</p> <p>Adapted (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise.</p>	<p style="text-align: center;">Balanced</p> <p style="text-align: center;">Accuracy (C) Consistency (S)</p> 
<p style="text-align: center;">Customer Orientation</p> <p>Natural (MOD): You can be engaging and persuasive while providing support and stability in your interactions with both internal and external customers.</p> <p>Adapted (HI): You are quite engaging, charming, persuasive, and influential, frequently connecting with both internal and external customers in a way that builds trust and confidence.</p>	<p style="text-align: center;">Supporting (S) Engaging (I)</p> 
<p style="text-align: center;">Providing & Following Directions</p> <p>Natural (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives.</p> <p>Adapted (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations.</p>	<p style="text-align: center;">Reserved & Detailed (C) Directive & Concise (D)</p> 
<p style="text-align: center;">Change-oriented</p> <p>Natural (MOD): You can be accommodating and flexible or more committed to your thoughts and ideas during times of change, depending on the level of risk and expected outcome.</p> <p>Adapted (MOD): You can be accommodating and flexible or more committed to your thoughts and ideas during times of change, depending on the level of risk and expected outcome.</p>	<p style="text-align: center;">Driving (D) Understanding (S)</p> 
<p style="text-align: center;">Determination</p> <p>Natural (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions.</p> <p>Adapted (MOD): Your determination is balanced between a self-driven and others-driven approach, focusing on actions to achieve results with awareness of risks and consequences of actions.</p>	<p style="text-align: center;">Others-driven (S) Self-Driven (D)</p> 

<p style="text-align: center;">Prioritizing</p> <p>Natural (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment</p> <p>Adapted (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines.</p>	<p style="text-align: center;">Balanced</p> <p>Results (D) Rules (C)</p> 
<p style="text-align: center;">Vigilance</p> <p>Natural (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition.</p> <p>Adapted (LOW): You trust your gut and intuition and typically act quickly and spontaneously based on your feelings and emotions.</p>	<p>Impulsive (I) Cautious (S)</p> 
<p style="text-align: center;">Planning</p> <p>Natural (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome.</p> <p>Adapted (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a predictable, steady environment.</p>	<p>Predictability (S) Precision (C)</p> 
<p style="text-align: center;">Efficiency</p> <p>Natural (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency.</p> <p>Adapted (LM): You are quite attentive to involving others, preferring to reach results together, which may impact efficiency.</p>	<p>Interactive (I) Independent (D)</p> 
<p style="text-align: center;">Reasoning</p> <p>Natural (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable.</p> <p>Adapted (LOW): You frequently rely on your intuition and interactions with others to make decisions, and value external validation and social acceptance.</p>	<p>Intuition-based (I) Evidence-based (C)</p> 

DISCcompass™

The DISCcompass has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the diamond identify that one factor (DISC) of your style will dominate the other three. As you move towards the center of the diamond two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

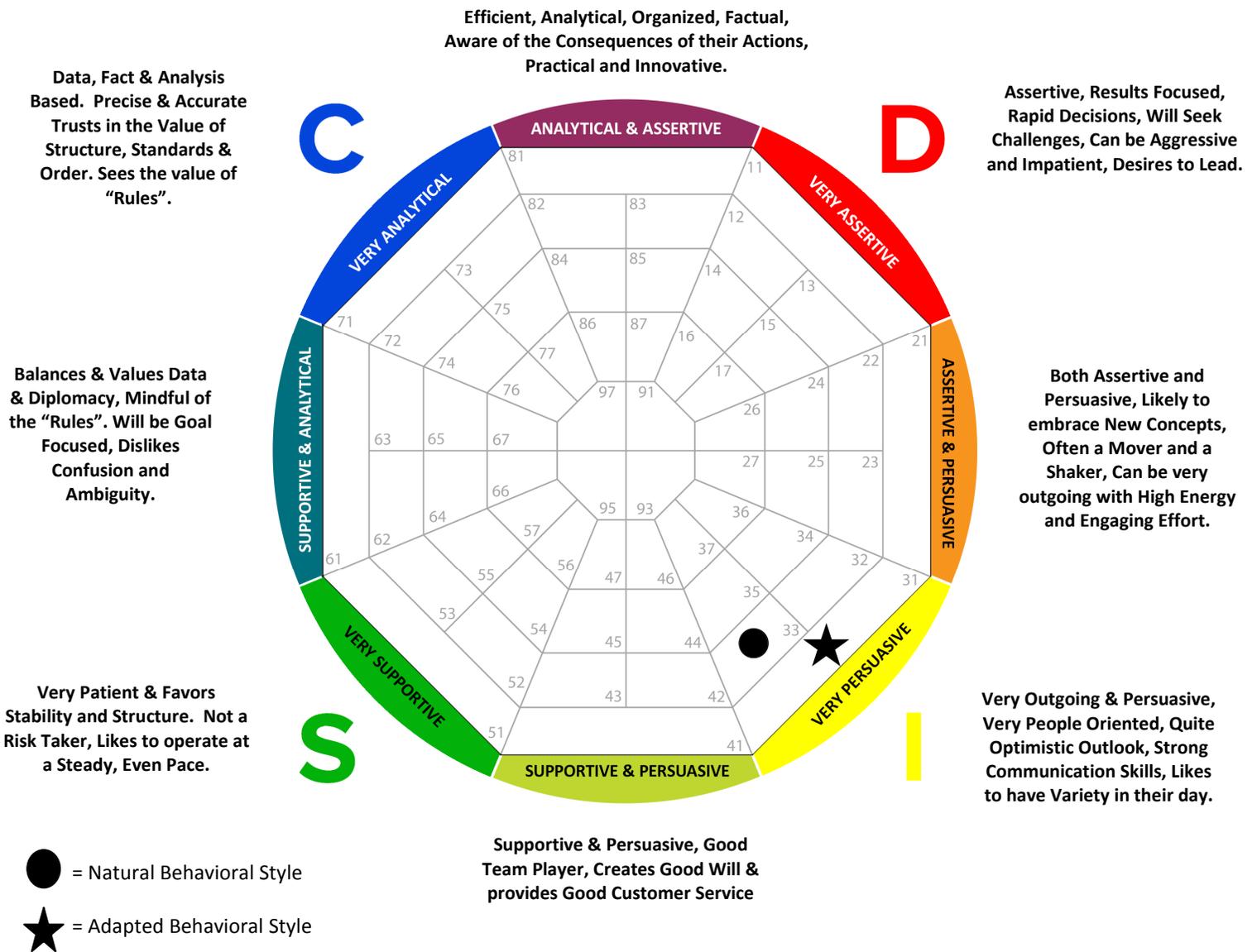
THE SCORING LEGEND

D = Dominance: How you deal with Problems

I = Influence/Extroversion: How you deal with Other People

S = Steadiness/Patience: How you deal with your Activity Level

C = Conscientious/Compliance/Structure: How you deal with the "Organization's Rules" as well as the focus on details, accuracy and precision



Application of DISC Styles

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISC styles
- How to Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

- 1** Identify the behavioral style of the other person using the How to Identify Another Person's Behavioral Style section. You can read about their style in Overview of the Four Basic DISCcompass. The section on What Is Behavioral Adaptability gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
- 2** Once you know their style and preferences for directness and/or openness, you can use the How to Modify Your Directness and Openness section to adjust these areas when relating to this person. You will be amazed at the difference.
- 3** To further understand the tension that may exist in the relationship, you can refer to the Tension Among the Styles section and complete the Tension Among the Styles Worksheet. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, How to Adapt to the Different Behavioral Styles, will give you suggestions when dealing with each of the four basic styles.

Overview of the Four Basic DISC Styles

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived in personal, social and work situations.

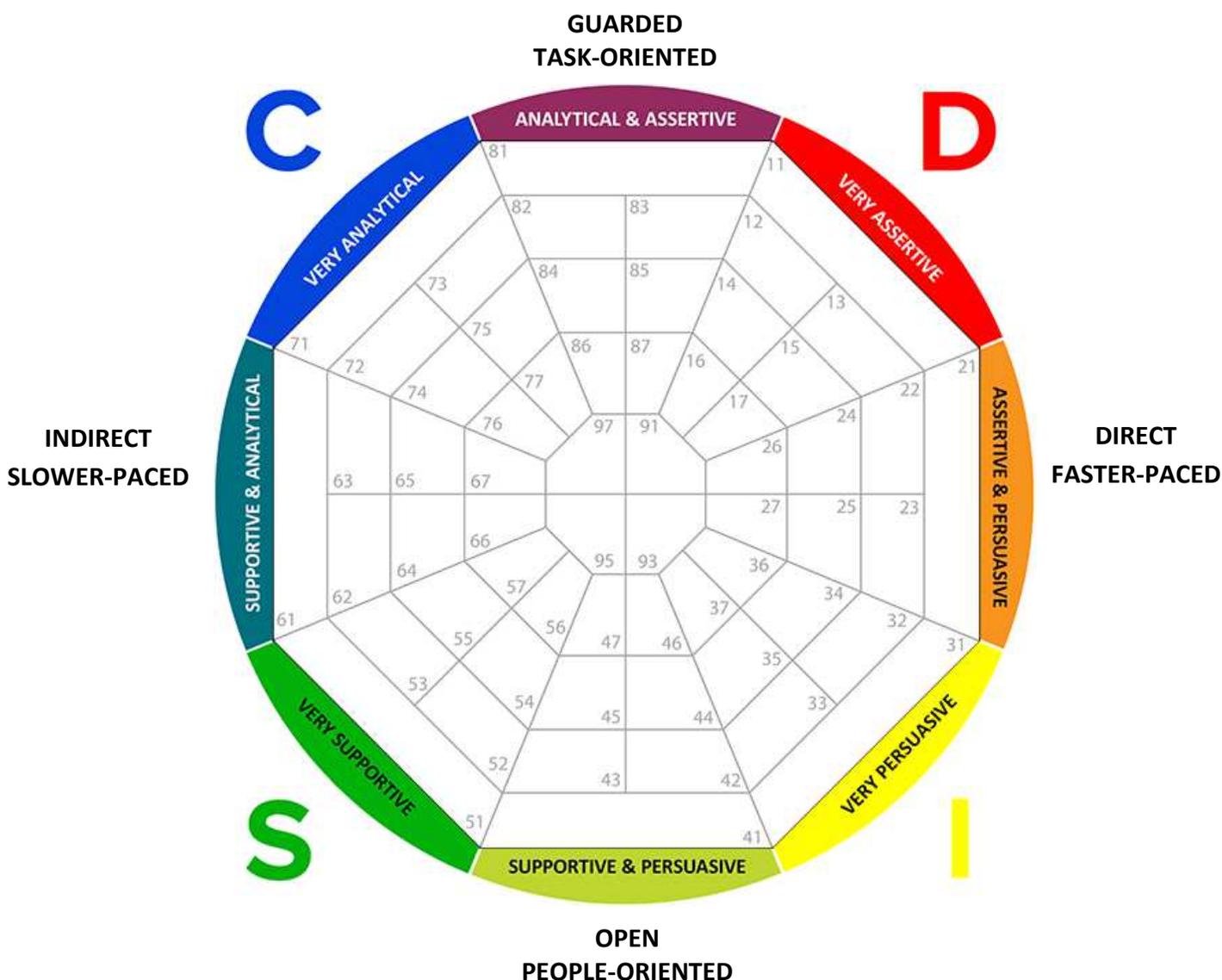
	HIGH DOMINANT STYLE	HIGH INFLUENCING STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

How to Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior — DIRECTNESS and OPENNESS. So, to quickly identify the styles of other people ask the questions on the following page.

When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominance Styles; direct and open behaviors are Influence Styles; open and indirect behaviors are Steadiness Styles; and indirect and guarded behaviors are Conscientious Styles.

The Whole Picture



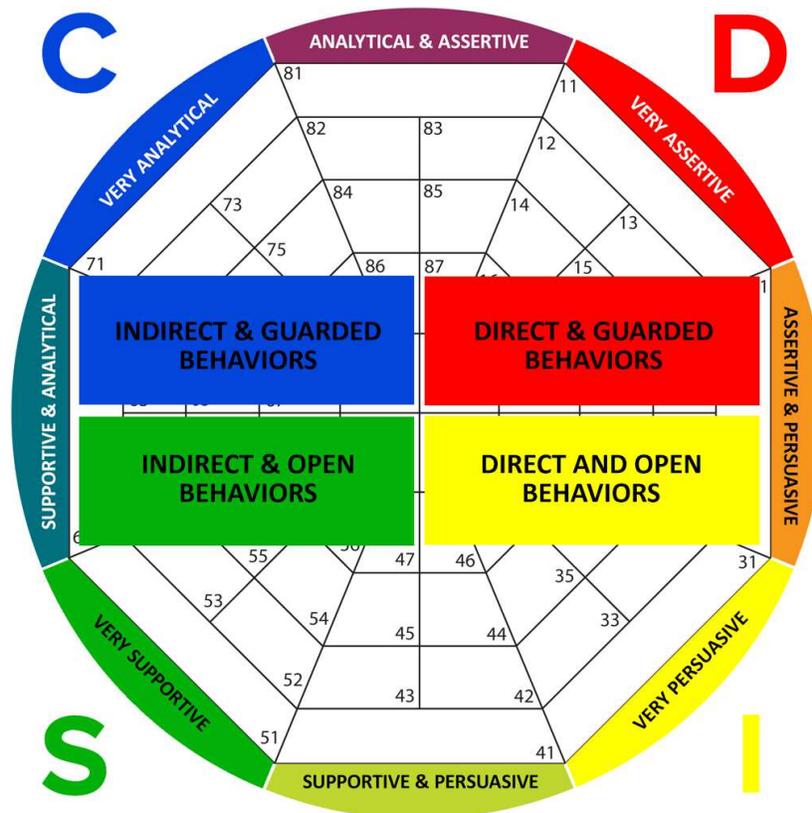
Recognizing another person's Behavioral Style - 2 Power Questions:

1. Are they **DIRECT** or **INDIRECT** in their communications?

(Directness is the 1st. Predictor of Style. Direct plot on the right, Indirect on the Left).

2. Are they **GUARDED** or **OPEN** in their communications?

(Openness is the 2nd. Predictor of Style. Open plot on the Bottom, Guarded on the Top).



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN** it forms the foundation and the basis for plotting each of the four different behavioral styles:

D = Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Styles**

I = Individuals who exhibit *direct & open behaviors* define the **Influence/Extroverted Styles**.

S = Individuals who exhibit *indirect & open behaviors* define the **Steadiness/Patient Styles**.

C = Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Compliant Styles**.

The behavioral intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The plots towards the edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect a **MORE MODERATE INTENSITY** of both characteristics.

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** style. It occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

Directness

TO INCREASE:

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

Openness

TO INCREASE:

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles

Potential Tensions/Disconnects	Plot Points Example
<p>Double Tensions of Patience vs. Urgency AND People versus Task</p> <p>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</p> <p>Double Tensions of Patience vs. Urgency AND People versus Task</p> <p>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</p>	 <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>  <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>
<p>Patience vs. Urgency Tensions:</p> <p>The High S's innate patience can conflict with the High I's Sense of Urgency.</p> <p>Patience vs. Urgency Tensions:</p> <p>The High C's focus on exercising patience to assure accuracy and avoid errors can conflict with the High D's focus on results, do it NOW solutions, and immediate action.</p>	 <p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>  <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>

Tension Among the Styles, continued

Potential Tensions/Disconnects	Plot Points Example
<p>People versus Tasks Tensions:</p> <p>The High D's focus on Results, Tasks, and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p>	 <p>High D + High I <i>(Upper Right vs. Lower Right Quadrant)</i></p>
<p>People versus Tasks Tensions:</p> <p>The High C's focus on Data, Analysis, Accuracy, and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p>High C + High S <i>(Upper Left vs. Lower Left Quadrant)</i></p>

Tension Among the Styles WORKSHEET

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person. It seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule® - Treat others the way THEY want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on How to Identify Another Person’s Style and determine their primary behavioral style. Then refer to the Tension Model to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

JANE DOE’S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

RELATIONSHIP

SAMPLE

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *Be more personable, social, upbeat,*

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

How to Adapt to the **DOMINANT** Style

They are time-sensitive; so do not waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page, if possible. Appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let them be in charge. If you disagree, argue facts, not feelings. In groups, allow them to have their say, as they will not take a back seat to others. In general, be efficient and competent.

AT WORK, HELP THEM TO...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

SALES AND SERVICE...

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

IN SOCIAL SETTINGS...

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

IN LEARNING SETTINGS...

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

How to Adapt to the **INFLUENCING** Style

They thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. They are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks. In general, be interested in them.

AT WORK, HELP THEM TO...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

SALES AND SERVICE...

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

IN SOCIAL SETTINGS...

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

IN LEARNING SETTINGS...

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

How to Adapt to the **STEADY** Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles do not want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer. In general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

SALES AND SERVICE...

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

IN LEARNING SETTINGS...

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

How to Adapt to the **CONSCIENTIOUS** Style

Be sensitive to their schedules. They need details, so give them data. When working with them, do not expect to become their friend. Support their organized to problem solving. Be systematic, logical, well prepared and exact. Give them time to make decisions and work independently. In groups, do not expect them to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. When appropriate, set guidelines and deadlines. In general, be thorough, well prepared, detailed and business-like.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

SALES AND SERVICE...

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

IN SOCIAL SETTINGS...

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

IN LEARNING SETTINGS...

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

Compass Summary

Your DISCcompass™ is filled with information about your style and each of the personalities represented by the eight segments of the **Compass**. (If you have taken a **Viatch Global - DEMO Report** DISC Training class, you are familiar with the 60 primary behavioral styles represented on the **Compass**.) So now you have an understanding and an awareness of yourself, as well as the behavioral styles of others. Always be aware that everyday “clashes” may only be tension between your style and the other person’s – **so adapt!** You are the one with the advantage – because you have learned adaptation skills!

HOW TO GET THE FULL BENEFIT FROM YOUR DISCcompass™

You must practice, practice reading people – everyone from your tiny niece to the people in line at the supermarket, your instructor and your supervisor – the people around you. Use it every day and practice with others in your DISCcompass™ class and join discussions online.

Follow the many suggestions the Adaptation section of this report. Remember, people automatically like people like themselves because they can “relate” to them. (Be on the lookout for styles that automatically **don’t** prefer YOUR style!) People who have the ability to relate to everybody are seen as “Charismatic” – not only are they well liked and in demand, they become successful in their personal and professional lives! They become Stars -- “Pied Pipers” with the ability to lead.

A few people will just file this report away, rather than take some small risks and practice suggestions here. Unwillingness to learn, especially to learn to be more effective in life, is a clear sign of low Emotional Intelligence. If instead you open up meaningful dialogue with others to discuss and improve all your relationships, the payoff can be huge. Your **Compass** is a reference tool. It contains an enormous amount of information pointing to who you are and where you can go on your journey. It is not meant to be digested in just one reading. Use it as an ongoing reference document.

Have fun with making a few changes in your behavior and experiencing AMAZING results. We wish you great success in all your relationships, your job, and in life!



Why is Judgment Important?

We live in an information age that exposes us to more information than humanly possible to process. Our ability to sort through the information is vital to our success and our livelihood. Scientists have noted that socially and personally intelligent people have better judgment, make better decision, contain their emotions better, and have a greater sense of wellbeing. **So how good are you?**

Have you ever jumped into something and wished you had thought it through a little more? On the other hand, have you ever thought too long on something and found it difficult to even take action?

We spend around 95% of our time in response mode to our environment without really thinking about what we are doing. That means we think deeply only 5% of our time on how we really want to respond. Why, because deep thinking, like solving a math problem, takes work and is mentally taxing so our brains avoid it.

In addition, neuroscientists are now able to demonstrate that we all have blind spots in our thinking that we are not consciously aware of. Even articulate and self-aware people have them and they influence the judgments we make about people, how problems are solved, and how priorities are made about work and life. **So what are the potential biases in your judgment and how do they influence your performance on a regular basis? How can you improve them?**

The only way to improve our judgment is by gaining a new awareness of it. In learning about our potential judgment strengths and biases, we can learn to adjust the judgments that affect our behavior and align our actions to reach greater outcomes. We can also learn to seek additional information from others in different situations so as to reduce our blind spots and make better decisions. You can gain new awareness that can help you improve the relationships you have with others and your performance ability at work and play.

The key to personal and social intelligence is the ability to distinguish our perception of what we think from the reality of what is.

The more accurate our mental models of the world and people around us, the better we are able to communicate interact with them.

Pamela Brooks

This unique report is based on Robert S. Hartman's Value Profile (HVP) derived from the Science of Valuation (AKA Axiology). It mathematically measures your judgment like a ruler as it notes the differentials in your ranking of the two sets of 18 items. The information in this report has been compiled to help you understand your specific strengths and potential growth areas. It will help you understand how you make sense of the world around you and the judgments you make about yourself.

Judgment Essentials

There is a big difference between our judgment (thinking) and our actions, (our habitual ways of responding to people and situations). For example, someone may have a great deal of empathy for others, but if they are introverted, this may play out as a person who is very good in one-on-one situations with others, but may be too intimidated to speak publicly or in a team setting. On the other hand, if someone is outgoing, but is low in empathy, they may be the life of the party, but have difficulty building deep relationships.

The study of valuation science specifies that there are **three fundamental dimensions** in our judgment that apply both to the world and how we judge ourselves. The three primary dimensions are: **Intuitive** (People/Empathy), **Practical** (Comparative/Task), **Conceptual** (System/Structure).

Intuitive/People/Empathy: This dimension is associated with our ability to understand the uniqueness in people, things and situations. Do we have compassion towards them and can we see the distinctiveness in the world around us. If strong in this area, people tend to have good gut instincts about situations and people.

When directed internally, this is an individual's self-awareness or understanding of their own strengths, limits and uniqueness and how well they accept themselves or find areas in need of improvement.

Practical/Comparative/Task: This dimension is associated with our task and problem solving ability and how quickly we push for results or take time to evaluate alternatives. If strong in this area, people have excellent common sense thinking and make very practical decisions, because they readily see and make the correct comparisons for what is and what needs to change to make things happen. They have a good ability to push for results.

When directed internally, this is an individual's understanding of what they need to do to be successful in the role or roles they see themselves in and how engaged they are with their role (s).

Conceptual/Systems/Structure: This dimension is associated with our ability to organize and prioritize, see the big picture, and relate to authority. If strong in this area, a person readily sees the details and steps needed to reach big picture goals. They tend to have a clear sense of what is right and wrong and do not easily tolerate situations or leaders that do not line up with their way of thinking.

When directed internally this is an individual's understanding and ability to see who and what they will be in the future, to have clear goals, clear direction and the persistence needed to make their goals a reality.

This report will identify your unique judgment style. Most people are strong in one or two areas of judgment. Knowing the potential biases to these areas indicates a great deal about a person. There are 11 core judgment style combinations, 9 of them come from being strong on one or two dimensions mentioned above and 2 come from being either positively or negatively attentive to all three dimensions. You will read a description of yours on the next page.

Anita Sample's Judgment Style

Director (Meticulous Overseer)

You have both passion and logic in your drive for perfection, you like being the company person. You also like to have a strategic plan and understand how the consequences of your decisions align with that plan. You have your eye on the big picture at all times, however this sometimes causes you to miss immediate needs and opportunities. Your focus on the big picture may also cause you to become locked onto your mission and not see that changes are needed to meet present circumstances.

You have a great deal of respect for others, based on your concern for them and your commitment to ideal standards. When working with others you like to make sure that people can utilize their skills to be more effective in their job. You feel that order and rules are important and you will tend to lead by the authority of the position you are in. You hold others to a high standard and when expectations are not met, you may go from being open to them, to critical and demanding. You have a strong desire to be right and can become competitive to win others to your point of view. You may find it difficult to back down in an argument when you have been challenged too much. In these instances you are relying more on logic and may not be listening well to hear what the other person is saying anymore.

Problem Solving

You are excellent at breaking down problems and following a set sequence of logical steps for the long term solution. You like to take time to create strategic action plans, but may get stubborn about following them even when circumstances may change. You like to work in situations that give you the time to plan and to follow through on the plan. However, your need to do things the "right" way may make it difficult for you when the decision is also time sensitive.

Strengths

- You are very consistent, logical and clear in your communication with others
- You can listen to different points of view, even when they are not your own and provide constructive feedback and organized and logical responses to objections
- You are a big-picture thinker and can see and understand how all the parts fit together
- You are concerned about the consequences of actions
- You can project confidence when communicating with others about topics of interest
- You can become so concerned about saying and doing the right thing that you may overlook issues in a conversation that you perceive have no value

Potential Limitations

- You may see what you expect to see and potentially overlook non-verbal signals or issues that do not fit with your expectations
- You are so clear in your own mind that you expect others to understand your logic and accept your point of view
- You may find it difficult to forgive and forget when people have wronged you in the past

Suggestions for Improvement

- Generate a stronger emotional connection with others; start with "why" and not "what" or "when"
- Develop the ability to listen beyond what you anticipate or expect
- Be more open to what you feel intuitively
- Be open to objections that you do not anticipate
- Keep in touch with non-verbal signals that are counter to your expectations
- Be aware of your competitive feelings when dealing with unwarranted objections

3 Keys to Judgment Strength

A Guide to the Judgment Graph to Follow

How **Observant** are YOU? What is your capacity to naturally pick up on all aspects of a dimension when you are not directly focusing on it?



- Perceptive:** Large circle indicates the ability to notice, discern, and see all aspects of a dimension including its good and bad properties. Clear judgment
(Looking out a window and seeing everything clearly.)
- Focused:** Medium circle indicates a tendency to focus on certain aspects of the dimension, while leaving out or ignoring others. Focused Judgment
(Looking out a window and only seeing things far way or very close.)
- Unclear:** Small circle indicates a state of transition which can reduce your ability to discern all aspects of the dimension in a consistent manner.
(Not being able to see out the window very well because it is dirty.)

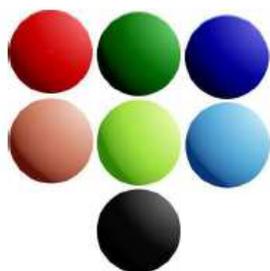
How **Open** are YOU? How receptive are you to information? Do you see more of the good or the bad? Do you tend to be open and positive or more guarded or skeptical?



- Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; you will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.
- Observant:** Indicates a more balanced attention towards information from the dimension and a greater tendency to see both its positive and negative aspects.
- Alert:** Indicates that other dimensions are paid attention to first and that there will be a more cautious evaluation of information from this dimension and a potential tendency to pay slightly more attention to the negative aspects than the positive.
- Skeptical:** Indicates more attention is given to the other dimensions first and there is a more doubting skeptical view towards the information from the dimension than a positive one, or a tendency to expect the worst or challenge all options.

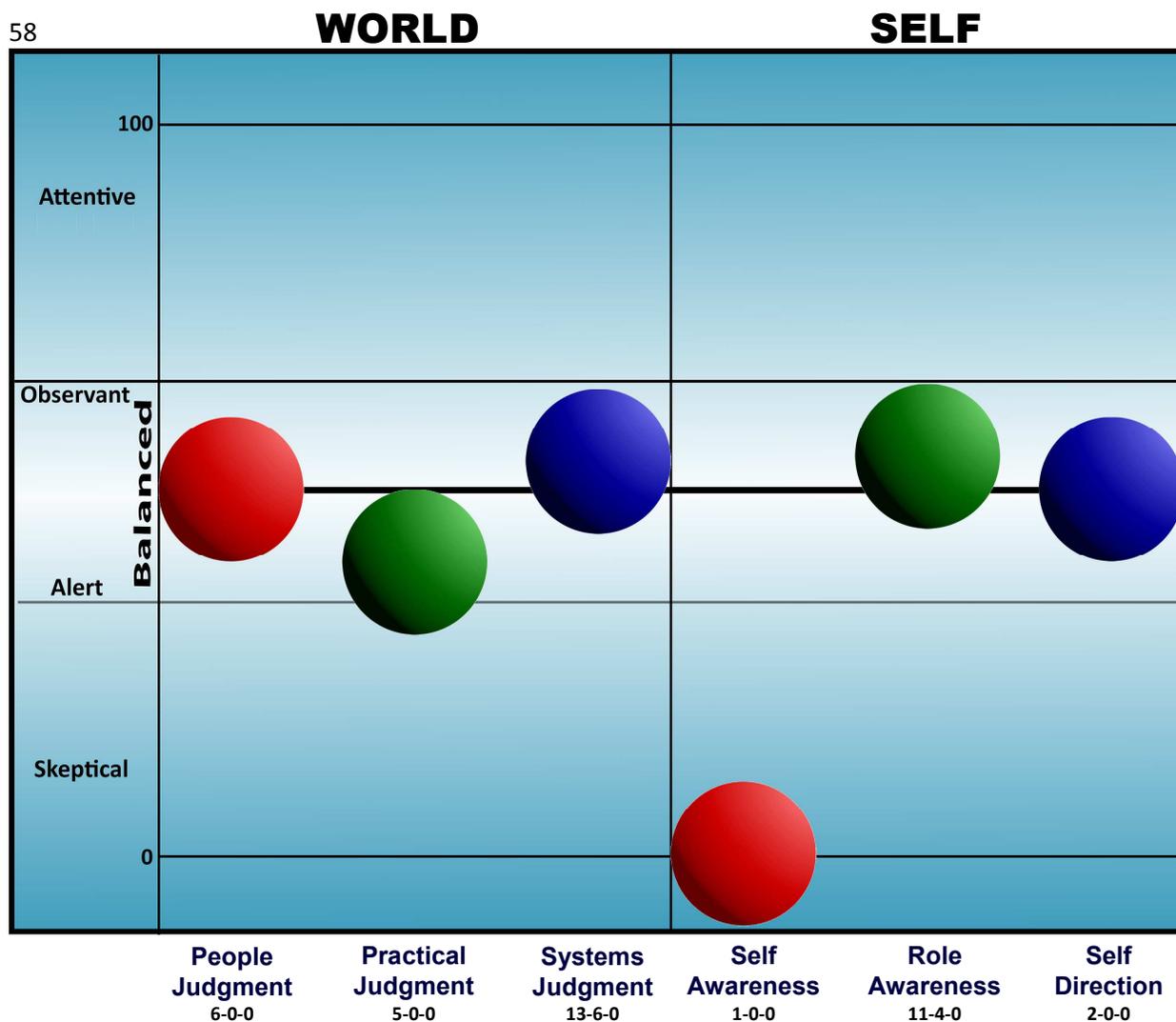
How **Resourceful** are YOU?

How well can you sort through the information you receive and set priorities and solve problems?



- Strong:** The more vivid the color the better your ability to utilize the information, see what is important and make good decisions.
- Fair:** The lighter the color the more difficulty you may have discerning what is important, relevant, or a priority when sorting information to make decisions in most situations.
- Limited:** If the circle is black, you are in a state of transition which significantly reduces your ability to sort information resulting in inconsistencies in decision making in most situations.

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These are the three judgment dimensions as they apply to the EVALUATION OF THE WORLD:

- **People:** Ability to see, understand, and appreciate the uniqueness in others and extend trust
- **Practical:** Ability to see, understand, and appreciate functional worth and short term results
- **Systems:** Ability to see, understand, and appreciate the need for order, structure and standards

These are the three judgment dimensions as they apply to the EVALUATION OF THE "SELF":

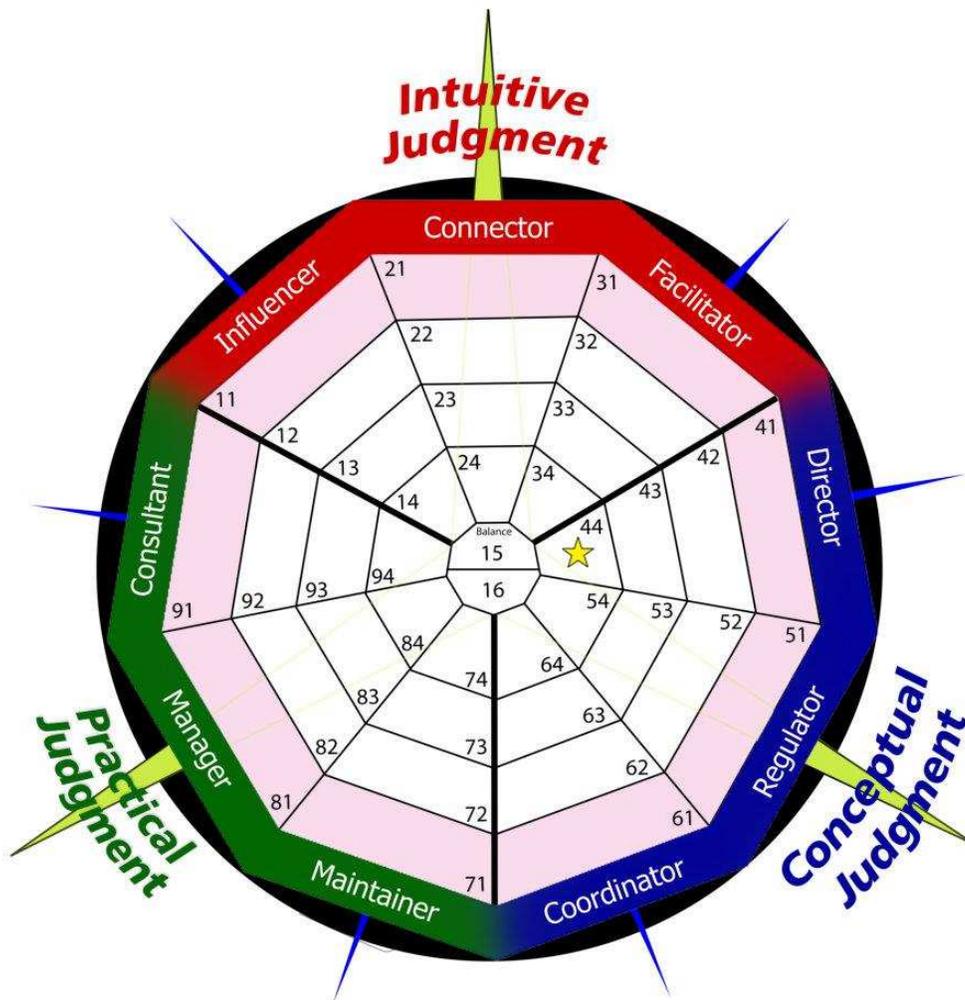
- **Self-Awareness:** Ability to see, understand, and appreciate personal strengths and limits
- **Role Awareness:** Ability to see, understand, and appreciate one's social roles and/or job function
- **Self-Direction:** Ability to set goals, have a vision for the future and have the determination and persistence to reach goals

The Judgment Compass

A person's People Judgment:

- Intuitive ability to read others and understand and appreciate their unique value
- Ability to be more open or skeptical towards people
- Ability to solve problems when it comes to people.
- Ability to read people well does not always equate to the ability to be open to them in a relationship nor does it always equate to the ability to help resolve personal problems.

NOTE: While you may appear in a box on the compass it does not mean you are limited to only that box. It is possible to access the nearby blocks. However, to jump from one side of the compass to the other would take extreme work and or a life-changing moment.



A person's Practical Judgment

- Practical problem solving and comparative ability.
- Ability to see, understand, and appreciate the functional and practical worth of material things.
- Orientation to things in the present and getting things done to produce short term results.
- Ability to not only see what needs to be done, but what they can naturally push to make things happen
- Ability to discern what is important in a complex situation to resolve a problem

A person's Conceptual Judgment

- Conceptual ability to understand how things fit together and how they are ordered or structured.
- Natural orientation to planning and conceptual thinking that leads to long term goals and results
- Ability to read systems well does not always equate to the willingness to follow or implement a system.
- Ability to discern what is important in a complex system that leads to clear strategic thinking and planning to attain objectives.

Skill Sets

People with excellent judgment are able to perform a wide range of skills better in many diverse situations. They naturally avoid risky situations and reduce instances of overextending themselves. People with reduced judgment may be able to perform some skills well in some situations, but may not in others. They will potentially have more biases or trigger points that can derail good judgment.

On the page that follows you will find ratings on your ability to perform several different skill sets related to working with people, problem solving, performance qualities, and approach to work. Each item will be ranked to indicate your proneness to having good judgment that leads to a strength or potential bias that could be improved with coaching, and may be blocked completely by biases given the right situation. The coaching statements related to these items will be found starting on page 10.

It is important to note that some blocks may not be experienced all of the time, but can still be absolute performance issues when the right environment comes along to evoke them. If your present situation does not require you to carry out the skill, or does not contain potential trigger points that evoke poor judgment or performance take note of them as you may be able to remember back to a time when they did and be better prepared for them when a similar situation arises again.

Some individuals also have an ***innovative or unconventional mindset*** in one or more of the dimensions. This is a unique way of looking at the world. Many innovative people have a natural ability to see situations from a unique perspective that is often missed by the traditional population. *This is not to say conventional thinking people are not able to be innovative, but rather that the innovative mindset is more of a natural preset view of the world.*

In addition to measuring our judgment ability the assessment also measures the potential attention bias in our judgment. Some people are very balanced and spend an equal amount of time making judgments outside themselves as they do reflecting on their own abilities and directions. Some people may tend to be more ***world directed***, that is, they spend more time processing information about what goes on outside of them like work then they do taking time to self-reflect. Others are more ***self-directed*** and tend to take more time in self-reflection than they do processing things outside of themselves.

Strength:  You have the ability to make sound judgments in these areas and have balance in your decision-making abilities, hence the potential for making errors is greatly reduced. These are marked with a green strong man.

Potential Development :  There are situations where your individual judgment capacity can be reduced and the possibility of making an error in judgment is increased. These are marked with a yellow growth icon and need to be explored more to understand the underlying issues. What situations are best to be avoided and what types of situations lead to greater confusion, emotional arousal, or uncertainty that can derail good judgment?

Areas for Growth:  Areas marked with the blue whistle sign have a strong bias in processing that can lead to real problems when triggered by the right situation. This can occur when the dimension is valued too highly or not highly enough. This area should be explored in depth with a coach and a development path can be created to minimize the potential for risk by recognizing potential trigger points and situations that leave you vulnerable.

Judgment Definitions and Legend Consistency: 930/961 Capacity for Action: Excellent

Core Capacities			
Positive Attitude Towards Work	✓		
Commitment to Personal Standards	✓		
Adherence to Company Policy	✓		
Ownership of Problems	✓		
Care for Company Assets	✓		

Outlook



Processing Style



Internal Tension



Global Capacities				Global Capacities			
People Skills				Problem Solving Skills			
Assessment of People	✓			Integrated Judgment Capacity	✓		
Sensitivity To Others	✓			Practical Thinking	✓		
Interpersonal Potential	✓			Strategic Planning Ability	✓		
Self-Control	✓			Overall Problem Solving Ability	✓		
Performance Qualities				Approach to Work			
Outcome Orientation		✓		Pride in Work Quality	✓		
Trainability	✓			Determination	✓		
Focus		✓		Acceptance of Leadership & Rules	✓		
Self-Confidence			✓	Goal Setting Skills	✓		

Definitions and Coaching Guidelines

Capacity for Action:

This measures the potential of an individual's judgment to be transformed into action. A good score indicates that the individual has a greater potential to take the talents they have from their external judgments, utilize their natural talents, and put what they know into action. A limited score in an area indicates that an individual may be going through a period of transition and either questions their abilities to execute, or questions how to execute in their given circumstances.

Outlook slider

This is an indication of an individual's judgment balance. It highlights where they naturally spend more time processing information. Is it within and more about themselves? Is it more balanced where they can shift thinking from about themselves to what is happening in the world around them? Is it more outward directed, where they spend more time processing what is happening in the world around them at the point of potentially neglecting self-reflection?

You have been taught how to take time to self-reflect. You have a very clear understanding of yourself and your abilities. Your ability to excel comes from within and not by what others say about you. You may be more observant and perceptive about aspects of yourself than the world. You can have a more balanced view of yourself related to your personal awareness, role identity, and future goals. When things do not work out, you are better about resolving things about yourself, than you are potentially about things around you. When things go well, nothing can stop you. On the other hand, when one thing goes wrong it may seem like you face even more issues every time you turn around and don't know why they are all happening to you at once. When situations like this arise it is best to seek the advice of a trusted friend who can give you a clear perspective of your situation.

Processing Style Slider

This scale is an indication of how a person's mind sorts the incoming information they receive. This is often done behind the scene and people are not conscious of what it is that influences the way they view or process information. Everyone can take in the same information, but how people process it and how they sort it can be very different. This difference can have a big impact on how people respond to the information they receive.

- Some people can be very ordered or logical in how they sort information. They take the facts and classify them and come out with a logical conclusion. Some people can sort the same information by intuitive feel, their brain sorts it against past experience and they come up with a gut feel about something and respond accordingly.
- On the other hand, some people can be quite innovative with how they view things and take a different spin on what they see, they are often called the "Out of the box" thinkers. They automatically think in ways that go against conventional judgment.
- Some people may be so "out of the box" that they would be classified as unconventional. These individuals tend to never seem to see things in the same light and may have difficulty relating their version of what they see or how they have processed the information to others.

You are very structured in your thinking and like to see things in black and white this may make it difficult for you to be innovative at times.

Internal Tension Slider

How well a person manages internal emotions and pressure under stress.

You may find that some situations cause you to lose emotional control when confronting issues within yourself. Keep track of your internal dialog and find out what you are telling yourself when you make a mistake. If you realistically rewrite the negative statements and expectations you have into a more proactive and outcome oriented statements, you will find you are more productive and engaged. Reduce Stink'n Think'n!

Positive Attitude Toward Work

Positive Statement: An individual that is strong in this category has the ability to maintain a positive and dynamic attitude toward work and the things going on around them including relationships with others. They also have a greater ability to maintain a positive outlook toward work, events and relationships despite potential stressful situations that might arise.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Commitment to Personal Standards

Positive Statement: An individual who values themselves clearly and what they do realistically frequently has high personal standards and often makes better moral choices. People with good scores in this area, can still make bad choices, but often feel a high level of guilt if and when they do, while people with high risk scores may not see what they did as bad.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Adherence to Company Policy

Positive Statement: An individual who can see standards without personal bias is more likely to adhere to and value the same rules, order, and standards as others. People with good scores in this area understand and have a conventional view of the importance of rules and policies and are more willing to follow them.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Ownership for Problems

Positive Statement: An individual strong in this capacity has the ability to see their own strengths and limits and are able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Care of Company Assets

Positive Statement: An individual that is strong in this capacity has the ability to be very organized and self-disciplined. People who tend to organize themselves are also aware of their surroundings and the importance of what they work with. They like to keep things in good working order.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Assessment of People

Positive Statement: An individual that is strong in this capacity has the ability to work well with others and realistically see both the good and bad qualities in others. They can feel comfortable working with many different kinds of people.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Sensitivity To Others

Positive Statement: An individual that is strong in this skill has the ability to balance the need for sensitivity without losing the ability to make objective decisions with regard to people. They tend to be more realistic in their evaluation of others and, while they can show care and compassion, they also know where to draw the line and when to hold others accountable.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Interpersonal Potential

Positive Statement: An individual that is strong in this dimension is very effective in solving personal relationship issues and making decisions about people. They can see what is important and know what to focus on to keep a relationship problem free.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Self-Control

Positive Statement: An individual strong in this capacity has the ability to control their emotional reactions when confronting problems in the work place and within themselves. They can organize their thoughts, feelings and emotions in a way that helps contain them in an appropriate manner.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Integrated Judgment Capacity

Positive Statement: An individual that is strong in this capacity has the ability to solve complex problems in very

practical ways, including situations people, and complex conceptual ideas. They have the ability to pick out what is important and what is a priority. They can evaluate information on many levels without personal bias to help them reach a sound decision. They need to be sure to keep emotions in check still, as anyone can become emotional and be subject to making poor decisions.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Practical Thinking

Positive Statement: An individual that is strong in this capacity has the ability to be very perceptive and has the capacity to pick up on what is needed to make practical decisions and correct a situation that has turned out poorly. While their capacity is good, they need to allow enough time to be as perceptive as possible and know that without actions, thinking alone will not resolve anything.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Strategic Planning Ability

Positive Statement: An individual that is strong in this capacity has the ability to think strategically and make long-term plans. They can pick up on the relevant information that helps them prioritize and set realistic goals to reach the desired outcome. They understand the importance of priorities and realistic timing.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Overall Problem Solving Ability

Positive Statement: An individual that is strong in this capacity has the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. They can see what is relevant in a complex situation and make the right decision.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Outcome Orientation

Positive Statement: An individual that is strong in this capacity has the ability to focus on making things happen and obtaining results. They have the ability and desire to push themselves to accomplish goals.

Development Area: You have a strong desire to understand everything before taking action. This can lead to delays in decision making and potential analysis paralysis as you gather information and wait for things to be

perfect. You may need help setting short-term deadlines to ensure that you stay on task and not miss important timelines in the present.

Coaching Suggestion: Be sure to set short-term deadlines to ensure that you make timely decisions. Seek out the help of others to get clarity on important deadlines that must be met.

You may also want to limit the amount of information you look for so that you are only picking from the top resources to gain the knowledge you need quicker. By reducing the amount of time it takes you to collect information, you will be able to take action and reach a decision quicker.

Trainability

Positive Statement: An individual that is strong in this capacity understands how things work around them and the relationship between things. They have the ability to pick up on things quickly as they can relate what needs to be learned with what they already know.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Focus

Positive Statement: An individual that is strong in this capacity can concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment. They know how to figure out what is important and concentrate on it.

Development Area: You have the potential to get distracted by different things in your work environment when attempting to solve problems. You may be focusing on too many things at once, which can lead to fuzzy thinking or not focusing on what is most important, as other things capture your attention. This limited focus in processing can lead to poor decision making and reduced judgment.

Coaching Suggestion: Herbert Simon, a 1977 Nobel-winning Economist once said, "A wealth of information creates a poverty of attention." You may find it best to set time aside for things requiring deeper thinking, including shutting off phones and closing emails.

You may need to find ways to reduce the amount of information that you have to consume, so that you can spend more time focusing on what is most important. Information overload can lead you to take sloppy shortcuts instead of taking the time to reflect on what is most important.

You may want to take time to think about what is distracting you the most at the moment. The two greatest distractors, aside from too much information, are sensory and emotional. If you have emotional residual from an argument with a friend or coworker, or difficulty with a personal relationship, you may want to take time to think through a resolution to these issues to free your mind from them. If you have too much sensory input, attempt to find ways to tune it out for yourself, either by removing it or removing yourself from hearing it.

Focus comes easier when you align what you do with what you love - called 'flow state'. When in flow state you can think deeper without as much effort. When working in situations you do not enjoy, attempt to be creative and find ways to add more enjoyment to achieve greater focus.

When making important decisions, take time to write down all of the key factors involved and prioritize them. Ask a friend or coworker that you trust to review your list and see if they feel you are missing an item or if they feel your priorities may be out of order. This will allow you to gain greater insight, have a discussion around your thoughts, and help you focus on the right things without feeling like you are leaving something out.

Self-Confidence

Positive Statement: An individual that is strong in this capacity has the ability to understand their own inner worth and individuality. They can realistically see their strengths and limits, and are more likely to put themselves in situations that they know they can succeed in.

Development Area: You have been facing some difficult internal challenges and are wrestling with what to do, and what to stand for, which can be creating internal disharmony for how you feel about yourself.

You are struggling with the ability to accept yourself for all of your good and bad qualities. You may have a tendency to accept only the good, or only the bad, which makes it difficult to realistically meet the demands of what is required of you. At times, you may appear to be either over confident or not confident enough.

You may have self-confidence issues because you lack the ability to equally process information about a situation from all sides or size up the reality of what is taking place. As a result, you may second guess yourself about what you feel is happening, or what you feel may need to be done, which can translate into the potential hesitation to act which may cause others to perceive that you lack confidence.

Coaching Suggestion: Keep a journal of what you feel strongly about with regard to your present situation or event that is creating your tension. Create two columns, one that talks about the positive from the situation and one that addresses the negative or tension you feel. After you have your list, see if you can address the tension areas to make them go away, or find a way to justify what will take place with the positive, or to reduce the potential negative effects. If you cannot do this alone, find a close friend to confide in to help you talk it out.

Two of the best ways to improve your self-confidence are to find better ways to control your inner dialogue and to seek realistic feedback from people you trust. If you tend to put yourself down in what you say after you finish a project, attempt to find the positive first and address what needs to be improved in a proactive way. "I will do XXX next time." If you need help understanding what areas you need to work on, seek advice from a trusted friend, keep an open mind to what they have to say, and find proactive ways to make yourself better when needed.

When presented with a new situation, take the time to seek out the advice of someone you trust to make sure that what you are perceiving as reality is the same reality they see and that what actions you feel should be taken, they see as being a potential solution. This will give you added confidence in knowing you are doing the right thing.

When presented with a challenging situation where you must think on your feet, you may just need to act in the moment on what you feel is important. However, afterwards when you can, take the time to reflect on what took place and what you did. Get outside feedback from others on what they saw and what they may have done in that situation, so that you can become better prepared for the next time you face a similar situation.

Pride in Work Quality

Positive Statement: An individual that is strong in this capacity can understand the role they fulfill at work and what they need to do to be successful. They can size up what needs to be done on the job and make it happen. They feel connected to what they do and will take pride in their work.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Determination

Positive Statement: An individual that is strong in this capacity will be able to maintain a push toward resolving personal issues that may get in the way of reaching goals. They have the ability to concentrate and maintain drive despite setbacks.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Acceptance of Leadership and Rules

Positive Statement: An individual that is strong in this capacity has the ability to see and accept the rules and regulations imposed by the leadership above them. They are accustomed to having rules and a sense of order for how to get things done. For the most part they are very accepting of leadership and the rules placed upon them, as long as they are reasonable.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Goal Setting Skills

Positive Statement: An individual that is strong in this capacity will not only organize and discipline themselves to reach goals, but also will have the capacity to set realistic goals for self-development. They also have the capacity and discipline to know how to make them happen and the drive to push forward to make them happen.

Development Area: This is an area of strength for you.

Coaching Suggestion: Make sure you fully understand this strength and determine if there are more ways you can utilize it in what you do.

Summary of Anita Sample’s Judgment Style

Judgment can be a complex process. We encourage you and your fellow coworkers to complete their own JUDGMENTcompass Online Assessment and then share this Summary Sheet with each other. By discussing your different judgment styles, processing strengths, and potential processing limitations, you will find ways you can enhance your relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the JUDGMENTcompass information. Complete the worksheet below from the previous pages of this report.

WHAT ARE YOUR TOP JUDGMENT STRENGTHS: WHAT YOU BRING TO THE TEAM

1. _____
2. _____

WHAT ARE YOUR JUDGMENT STYLE TENDENCIES?

1. _____
2. _____

WHAT POTENTIAL STRENGTHS DO YOU BRING TO A TEAM?

1. _____
2. _____

WHAT AREAS CAN YOU LEAN ON YOUR TEAM TO GAIN BETTER INFORMATION

1. _____
2. _____

WHAT AREAS CAN YOUR TEAM RELY ON YOU TO GAIN ADDITIONAL INFORMATION

1. _____
2. _____

IN WHAT SITUATIONS DO YOU NEED MORE TIME OR INFORMATION TO PROCESS

1. _____
2. _____

WHAT SELF-SIDE AREAS WOULD YOU LIKE TO TARGET FOR IMPROVEMENT

1. _____
2. _____

Disclaimer

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