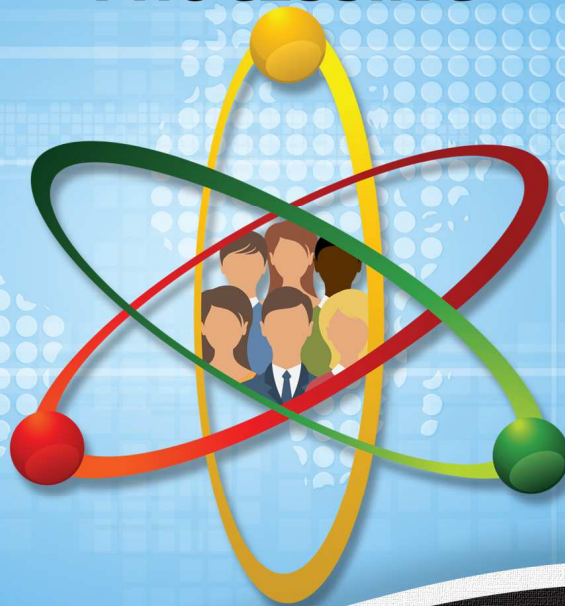


PROCESSING

PASSION

PRESENCE



JUDGMENT*compass* Coaching

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EXCLUSIVELY FOR:

Bob Sample

4/25/2016

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE



4/25/2016

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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.

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 decisions, 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 they solve problems, and how they set priorities 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.

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 people readily see 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.

Bob Sample's Judgment Style

Influencer (Thoughtful Listener)

You are very good at being able to judge the inner worth and uniqueness in others and situations. You have a sense of respect for others and can appreciate their individuality. You also have the ability to take time and listen to others and relate to their needs. When you do, you are able to give good intuitive advice for people and their situation. You naturally pick up on and appreciate the practical, functional, and operational value of people, things, and situations.

You readily identify problems and can evaluate alternative solutions in a practical and opportune way. You understand the importance of comparing and classifying things. You like to stay in touch with your surroundings and know what is happening. You tend to be good with short-term solutions instead of long-term outcomes. You tend to focus on the mission and how to reach your goal, but may leave the details of planning to others. For this reason you may work better in a more structured environment with clear goals and expectations. However, this does not mean you like to be micromanaged.

Problem Solving

You have strong intuitive and common sense ideas for solving problems. You will be very timely and practical in producing solutions, but you may want to act without evaluating all potential solutions. You are at your best in crisis situations, but may not be as good in long-term situations. You need to make sure that if you deal with the same problem several times; to take a step back and find out what is causing the problem to prevent it from recurring.

Strengths

- Open to listening and accepting an opposing point of view
- Good team player and sense of duty to serve others
- Able to express your ideas well
- Strong desire for harmony and people before strategy
- Can develop a sense of trust when communicating with others and make them feel significant

Potential Limitations

- May rely too much on intuitive feelings and let emotion affect judgment in the moment
- May be overly trusting and spend too much time supporting others
- May put comforting others over action and personal needs and create inner conflict for yourself
- Your enthusiasm in the moment may cause you to rush when presenting information to others
- Can become reactive instead of proactive when dealing with immediate, practical issues
- Be aware of your motives and desire to get your way when you feel your way is better

Suggestions for Improvement

- Use your ability to listen to others, to fully understand their objections and point of view
- Work with others to set realistic time management and scheduling outcomes
- Be aware of your own personal and emotional biases and keep them in check
- Develop a better sense of timing by watching for the non-verbal signals of others
- Know your emotional trigger points and do not rush your conversations with others

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.)

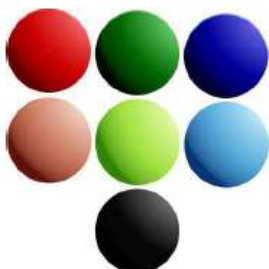
How *Open* are YOU? How receptive are you to information? Do you see more of the good or the bad? Do you tend to be open and positive or more guarded or skeptical?



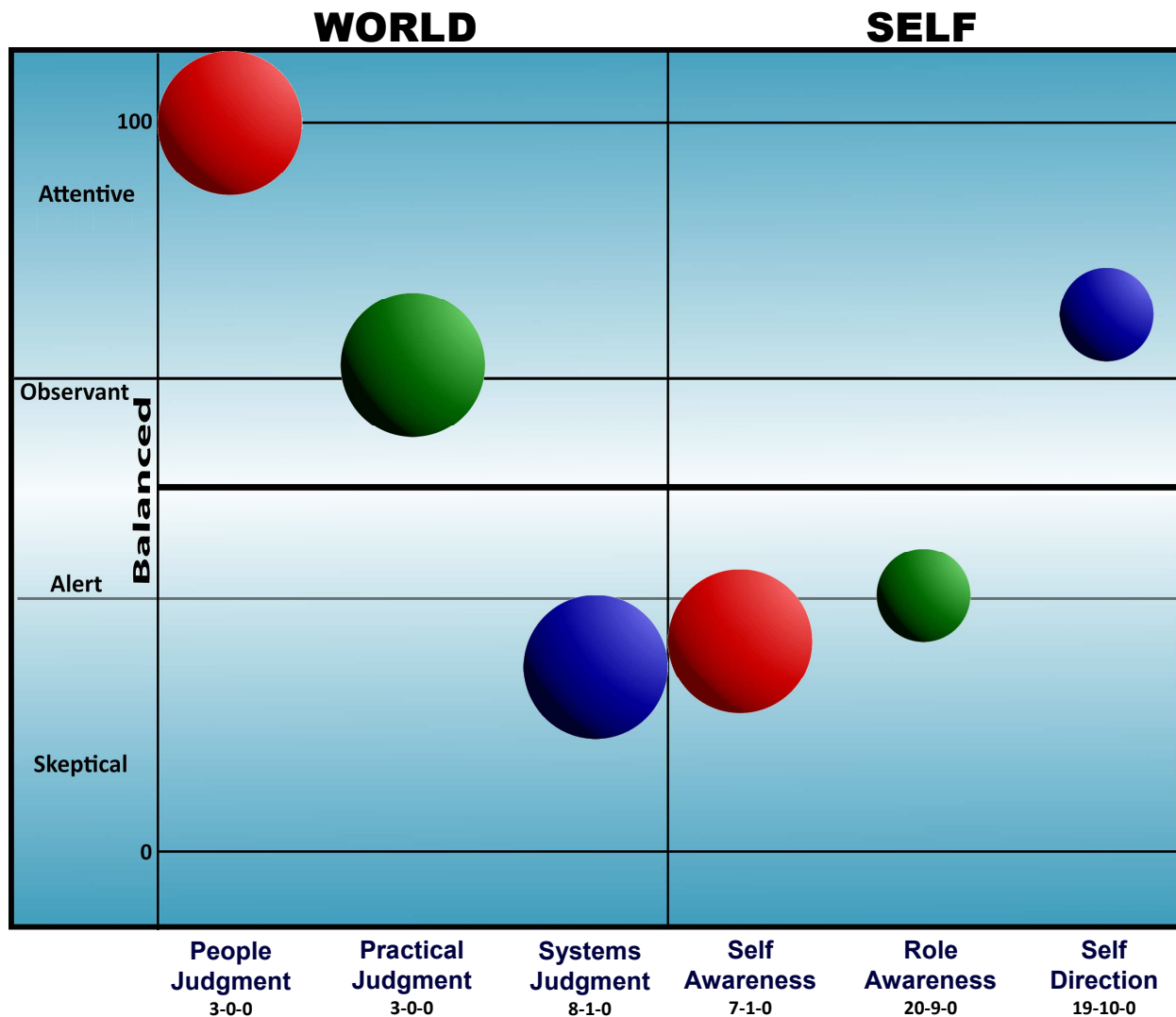
- Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; you will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.
- Observant:** Indicates a more balanced attention towards information 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.



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":

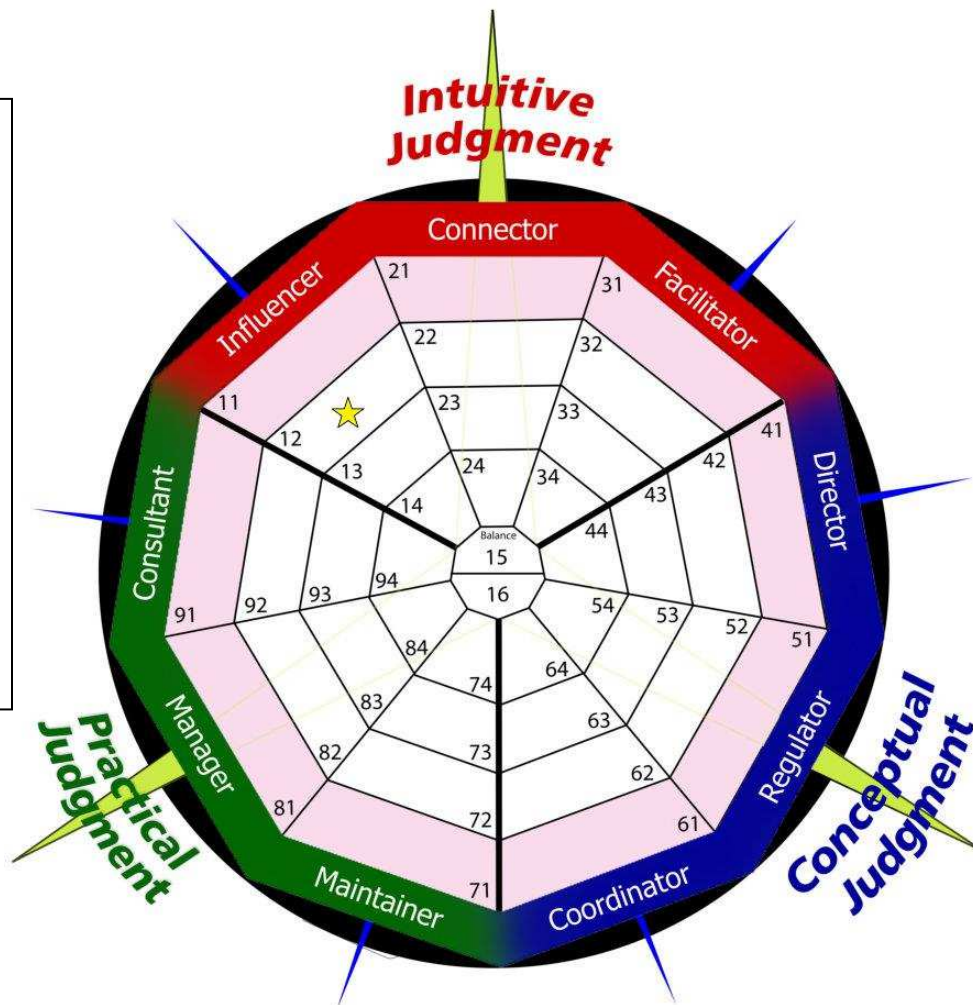
- **Self-Awareness:** Ability to see, understand, and appreciate personal strengths and limits
- **Role Awareness:** Ability to see, understand, and appreciate one's social roles and/or job function
- **Self-Direction:** Ability to set goals, have a vision for the future and have the determination and 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: 972/798 Capacity for Action: Very Good

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

Outlook

















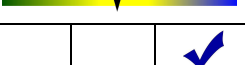











Processing Style



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 do not take time to reflect about yourself. You may have been raised with the idea that it is what you do that counts and not who you are. The only way to amount to anything was by working hard. You have a very mature understanding of what goes on in the world around you and can solve problems relative to the world. You may have one or more of the following capacities: 1. You are more observant and perceptive about aspects of others and often self-sacrifice to help others. 2. You have a more balanced view of the world around you and are in touch with what is taking place in it. (and/or) 3. You can be quite good at resolving problems in many situations and for others than you are about solving your own personal problems.

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 a very intuitive person. You may find it easier to be innovative, as long as your intuitions are grounded in some reality.

Internal Tension Slider

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

You tend to internalize your stress when things do not go as planned and can be quite hard on yourself when you do not live up to your own expectations. If you do not have an outlet for these tensions, they will wear you out physically and your stress could actually cause you harm.

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: You appear to be in a highly stressful situation at this time. You may have difficulty understanding what you need to do or why you need to do something. As a result, you have a cautious and potentially skeptical outlook towards the people, the problems or situations you find yourself in. This caution may create issues for you as you attempt to deal with changes and potential setbacks within the work environment. You will want to work on maintaining a more positive outlook under stress to increase your performance level.

Coaching Suggestion: Attempt to think of solutions instead of just the problems. How do you want things to turn out?

Keep a journal of what you do when projects or job assignments do not go as planned. What is your focus? Is it on what didn't work or what it will take to make it work?

Are there any common issues in the types of work scenarios that are difficult for you? See if you can attempt to find solutions after the fact, as this will help you keep more of a solution mindset in the future towards these areas.

If you could change something about your present boss, what you would change and why? Do you feel your current boss gives you clear expectations for what s/he would like you to do? Have you ever asked them to clarify their position?

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: You are a very open individual and may have a tendency to be overly optimistic and sensitive towards others and about what other people think of you. This attention to others may lead you to make more emotional, and less objective, decisions when human emotions are involved. This may also lead you to resist dealing with potential situations that may create personal conflict between you and others.

Coaching Suggestion: You can go from being emotionally open to emotionally distant towards others if you feel you have been burned or let down. If you feel this way in a current relationship, take time to reflect on what happened that caused you to retract. Sometimes you may have overly optimistic expectations of others and they are bound to disappoint you or not live up to your standards. See if changing your evaluation of them and being more accepting of their limits, helps you to connect with them again.

Take time to reflect on what types of emotions are being stirred up for you and why you think you may have them. If you are defensive, then something has triggered your natural fight response and you need to reflect back to understand why. If you feel like fleeing a situation, then you need to reflect on where the fear comes from in order to reduce its effect on you.

Delegation may not be your strong suit. You may feel it is easier to just do it than to ask others. Take time to reflect on things that you should be asking others to do and give yourself a timeline to turn them over. Building the strength in the team around you is important so they can carry on in your absence.

Do you find that others take advantage of you at times? If so, reflect on the types of things, or situations, that leave you the most vulnerable and practice various ways of expressing your opinion to stand up for yourself and make your no, a solid 'no'.

Your skeptical preset attitude toward others may cause you to have difficulty forming long and lasting relationships. Your anticipation of the worst may, at times, be leading to a self-fulfilling prophecy. Attempt to look for the good in others. You may find they can rise to meet your expectations.

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: You may be at risk in this capacity because you have an unrealistic view of what can be done in a specified amount of time. You may be overly optimistic and plan more than is possible, or you may be skeptical and may underestimate what can be done.

Coaching Suggestion: In your desire to reach your goals, or meet other people's expectations, you may underestimate the amount of time it will take to complete a task or overestimate your ability to execute. When setting long-term goals, you may want to consult with some close advisors to ensure that you are being realistic about the amount of time it takes to complete certain tasks. You may also want to reflect back on past projects and how long it has taken you to complete specific tasks. If this is a new type of project for you, you may want to consult with others who have had experience completing similar projects to help you create more realistic timelines and expectations.

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 the potential to become overly focused on completing what is in front of you in the moment without taking into account the big picture. You may obtain results, but you may miss out on big-picture thinking. You may jump in to do something in the present before thinking about the consequences of your actions. Your tendency toward action could lead you to miss out on the priority of things that need to be done and what order they need to be done in.

You are cautious about authority and systems and may question what people in authority over you ask you to do. This can delay your ability to get things done in a timely fashion until you are convinced that what you have been asked to do is important.

Coaching Suggestion: Before jumping into a new task, be sure to take a little time to identify and prioritize what needs to be done. Seek the advice of others who have done similar things to understand how to prioritize your work.

Take time to think about the bigger picture and how your present actions will impact you and the people around you, both positively and negatively in the future.

Do you find that you make decisions quickly and then wish you had taken more time to think them through after? If so, be sure you increase your sense of timing and understanding of urgency. If it is not urgent, allow yourself time to take a second attempt to think things through and maybe ask for another opinion before following through with action.

Do you find you are resolving the same problem over and over again and it only seems you put a Band-Aid on it before it is back again? If so, you may want to take more time to reflect on the situation and find the root cause of the problem instead of just resolving the secondary issues that the real problem creates.

To get past your initial distrust of authority, take time to reflect on what it is that you have been asked to do. Find the purpose in what they have asked you to do and you will find more energy to complete it in a timely fashion. You may do this by asking more questions from your leaders and those people who work around you.

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: 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-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 in which they know they can succeed.

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: You may be experiencing rapid changes in your present role or position that make it difficult to size up what is important or what needs to be done first. The lack of understanding of what success looks like or the inability to buy into the picture of success at present, can result in an inconsistent push to make things happen. You may push ahead in one direction and then change your mind and try something new or different in your next attempt. This inconsistency in your approach

towards work can appear to others as poor work quality, especially when you don't know the standards by which you will be measured.

Coaching Suggestion: Take time to reflect on what you do and write it out on paper. As you review your list of what you do, take note of what you spend most of your time doing, what you like to do, and what aspects of your job you have no control over or don't understand how to improve. This may help you rethink how to reorganize your work and spend more time doing the things you enjoy so that you feel passion and pride in what you do again. You may also want to talk with someone about the priorities behind what you do, so that you know what you need to address first and learn more about how you can improve your work quality.

If you are in a rapidly changing environment, will your work load settle down in the near future or is it just a part of the position? In either case, you should attempt to talk with someone who understands your position to strategize a system to deal with the rapid changes.

Seek help in determining what excellent work quality looks like and strategies for how you can meet these standards. You should also reflect on what aspects of your present position you like and dislike and if it is possible to do more of the things you feel good about.

If no new understandings or improvements can be made with regards to your position and what it takes to be successful, you may want to consider switching positions. Or, consider pursuing something you know more about in order to gain a greater sense of satisfaction at the end of the day.

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: You have a tendency to question all rules and authority to determine if they are right for you. You are more likely to have a skeptical attitude towards new rules and procedures until you have been able to examine them and determine their viability. If you do not accept the rules imposed on you, you may find a way to overtly or covertly, get around them.

Coaching Suggestion: Be aware of your initial response to new rules and authority and attempt to keep more of an open mind until you have had a chance to evaluate them. Look for the meaning behind rules and regulations, or what has caused the rules to come into existence, to get a better understanding of why they are important. If you do not agree with the authority or rules imposed on you, you can either attempt to express your reasoning to make changes to them, accept the rules anyway, or determine that they are a deal breaker. If so, you may need to find a new situation in which to place yourself where you agree with the authority and rules you have to submit to.

Take time to explore situations that require you to submit to a higher authority. Be sure that before you commit, you fully understand what that commitment will entail and that you will respect the authority that you will need to submit to. This will save you from potentially compromising situations in the future.

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: You may be going through a transition period and have difficulty setting goals that are realistic, attainable and rewarding. You may have become locked in on one idea and are attempting to follow it even though the present circumstance dictates otherwise.

Coaching Suggestion: Take time to reflect on what goals you have set for yourself in both the short term and the long term. Ask yourself how difficult these goals are to accomplish and what type of satisfaction they will bring you if you do. If you find they are almost unattainable, or not rewarding, ask a trusted friend for input on how to make them more realistic and fulfilling.

It is important to have short-term goals to stay motivated, and to energize your mindset, for the work needed to reach your long-term goals. If you find all you have are long-term goals, be sure to set some short-term goals that will get you closer to the ones you look forward to in the future.

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