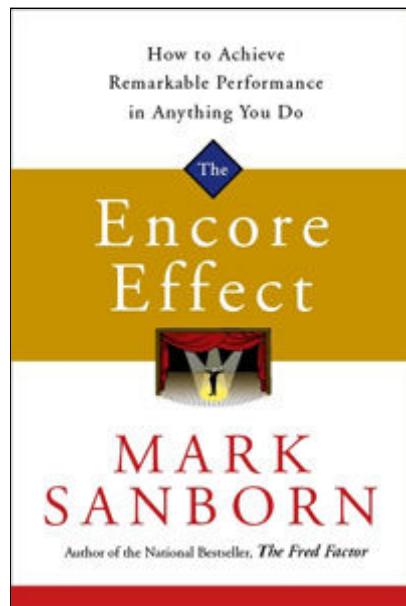


# The Encore Effect Assessment Report



Sample Report  
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# Welcome & Overview

**Congratulations** on your decision to assess your performance! You have taken the first step along the journey of achieving a remarkable performance in every aspect of your life.

If you have already read *The Encore Effect*, you are well aware that we use the term "performance" in a much broader sense than standing before an audience delivering a speech. A performance, according to the *American Heritage Dictionary*, is the way someone or something functions. The common way to think of a performance—what someone does on a stage for purposes of entertainment—is actually a subcategory of the more complete definition of the word. If you have not yet read *The Encore Effect*, be aware that we are using this term in its broadest possible sense.

At the core, a performance is simply the way someone or something performs—the way a person does what he or she does. Most of us are required to be "on" most of the time—to give our best performance as spouses, parents, children, friends, teammates, mentors, employees, or bosses. Whatever role we find ourselves in, whichever stage we find ourselves on, most of us are called on to perform every day. As you respond to the assessment questions that follow, consider your personal and professional responsibilities requiring you to perform on many "stages" as you formulate your responses and read the report that will be generated once your assessment is scored.

Your performances matter; they have a powerful impact on those around you. As parents, our performances shape and influence our children. As employees and managers, our performances can make our company profitable, move a project forward, spark innovation among colleagues, and influence customers so that they buy again and again. I believe all of us would like to have our performances described as remarkable—that we would like to excel at the things that matter most to us and those we serve. And it is by giving such performances that we achieve the Encore Effect.

By the simple fact that you have decided to take this assessment, I assume that you are passionate about performing remarkably in your job, at home with your family, and in your community—and, in the process, making a difference in your own life and in the lives of those around you. This assessment will help you identify where your Encore Effect is already strong and point you in the right direction for immediate improvement.

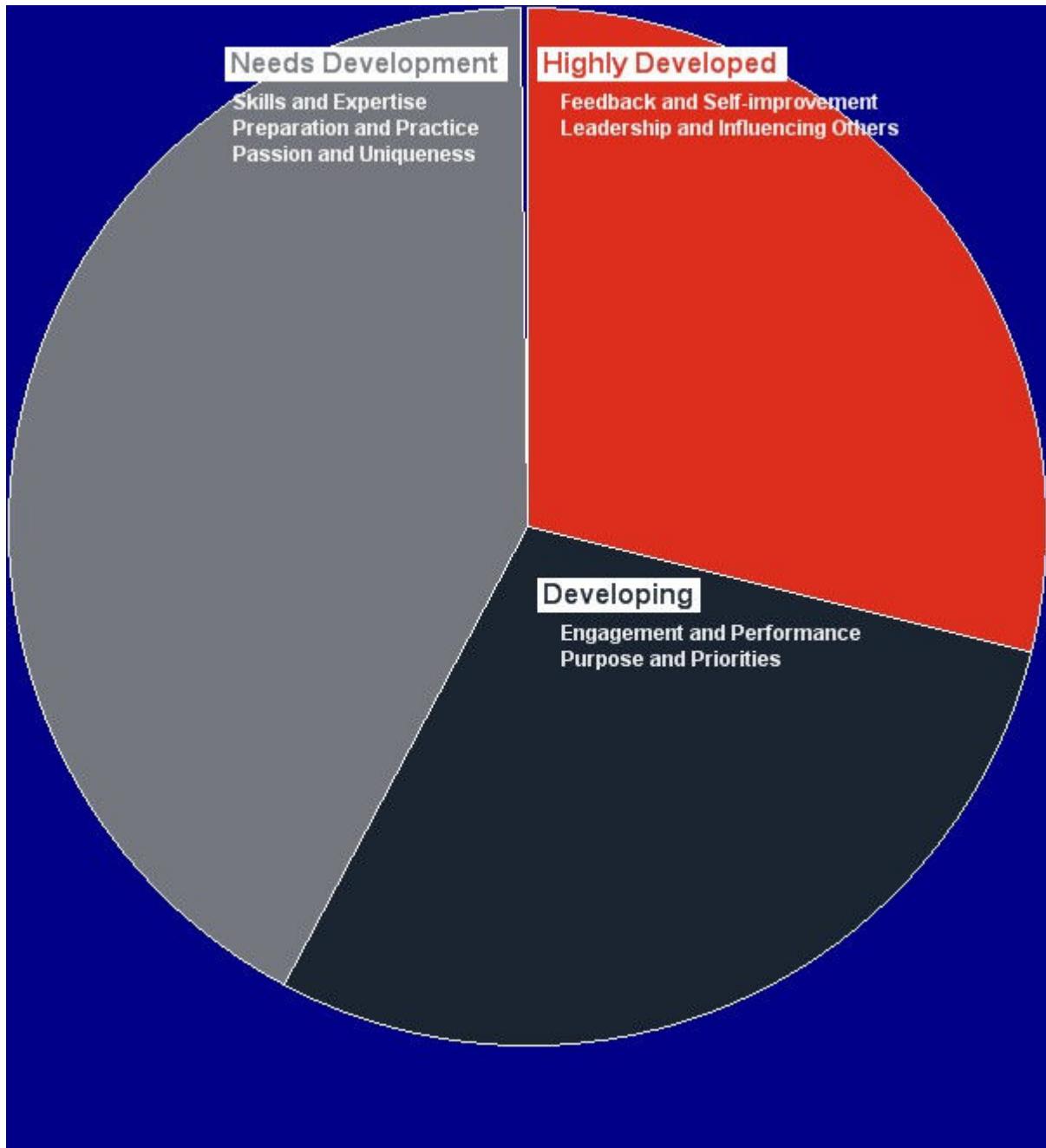
In this report, your raw score for each Encore Effect Attribute is your average score for all the individual questions that comprise that attribute. Your percentile scores show how your raw scores compare to all those who have taken the Encore Effect online assessment to date, which is updated after each and every Encore Effect test taker. Your percentile scores show the percentage of people who have taken the Encore Effect online assessment to date who scored the same as or lower than you on each Encore Effect Attribute.

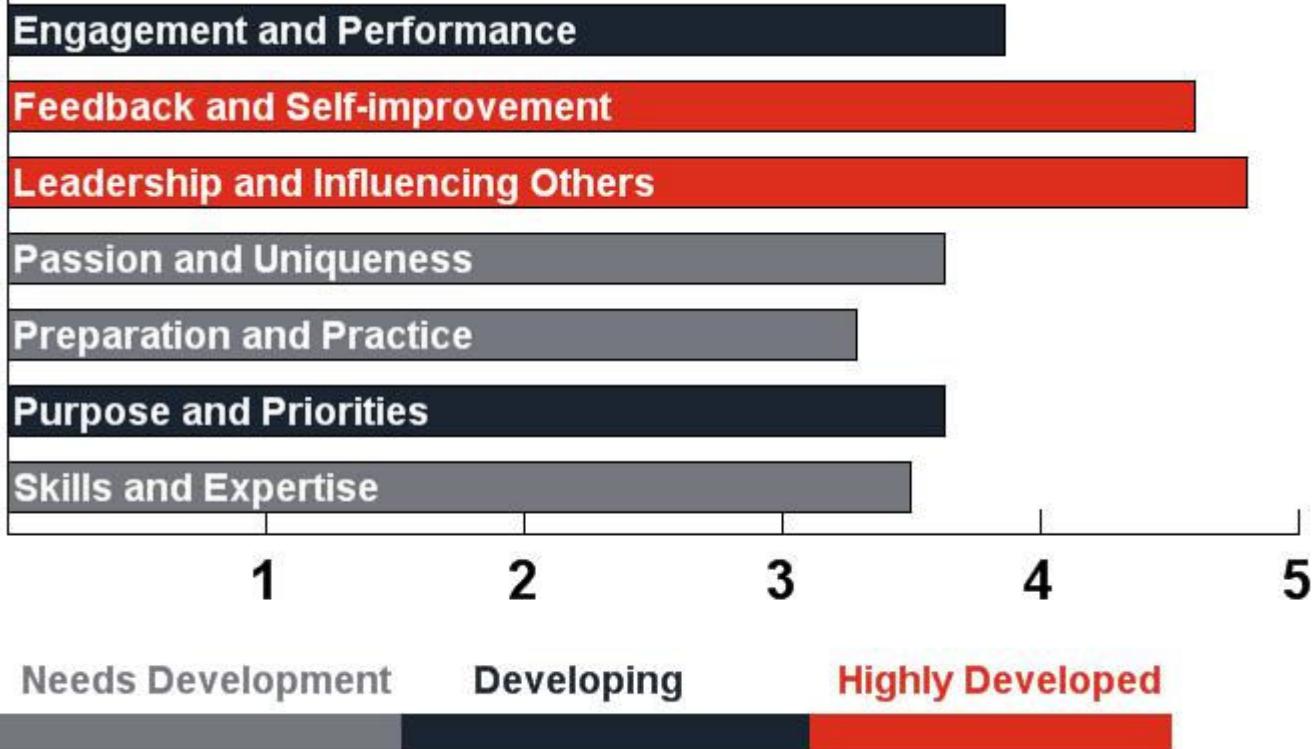
At the end of this report, in the individual questions breakdown, we compare how you scored yourself on each question versus the norm—the average score per question of all people who have taken the Encore Effect online assessment to date. The variance score per question will be positive if your self score is greater than the norm score. The variance score per question will be negative if your self score is lower than the norm score.

You'll discover your own Encore strengths and be able to chart a path to sustainable and extraordinary performance. The insight you gain will help identify the critical steps you need to take to fully realize your own Encore Effect.

Remember: go for the Encore!

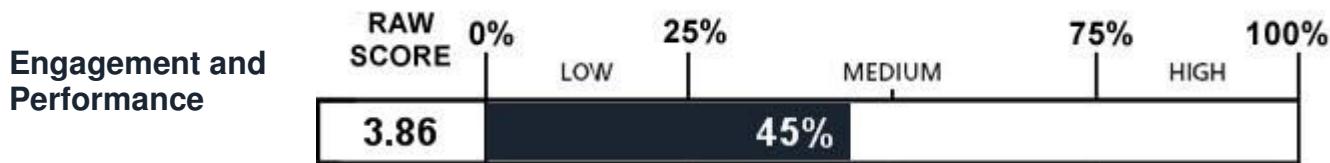
**Mark Sanborn**





# Attribute: Engagement and Performance

This section of the assessment evaluates your ability to make an intellectual, emotional, and physical connection with your audience so that you optimally communicate and perform in a way that will get you an invitation to come back for more.



## Interpretation:

### Developing

You have scored in the mid-range on this variable, meaning that your performance is routine rather than remarkable and you are just barely getting by. You need to raise the bar when it comes to really getting your point across in a way that people find memorable, engaging, and persuasive. You may need to focus more on the details and the execution of your performance. You also want to understand from the very beginning what outcome you want and be very focused on what you need to say or do in order to get the result you want. Your goal is to perform in a way that people will take notice, take note, and tell others.

You need to break through the background noise and ignite the interest of your audience. Try to involve your audience intellectually by asking thought-provoking questions, and emotionally by making them feel something. One of the best ways to do that is through the use of stories or illustrations that will help people understand the points you are making. It also can be effective if you move around the room while you are speaking so that you add visual interest and physically connect with everyone in the audience. Try to involve the listeners physically in your performance, if possible, by including some audience participation techniques.

Self-respect is the beginning point for earning the respect of others. You need to ask more of yourself and view your performance as a public display of your very best self. Life is a performance that you are in charge of. When you have delivered a remarkable performance your listeners have been touched in the deepest part of their soul.

You will find these passages from [\*The Encore Effect\*](#) particularly useful:

Read Ch. 2 [From Routine to Remarkable – Make Them Want More](#)

Read Ch. 8 [Performance: How to Engage Your Audience](#)

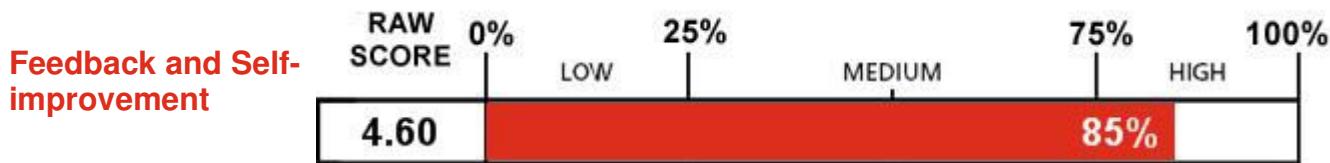
Read Ch. 9 [Polish: Making Your Performance Shine](#)

Other Resources from Mark Sanborn:

[101 Tips for Successful Public Speaking](#)

## Attribute: Feedback and Self-improvement

This section of the assessment evaluates your ability to gauge your own performance, analyze the results, and assimilate input from others so that you are always getting better at what you do.



### Interpretation:

#### Highly Developed

You have scored at the high end of the scale on this variable, which indicates that you have a clear understanding that you have unlimited potential and that you are committed to doing the things that will enable you to be the best you can be. You pay close attention to what is going on around you, analyze the situation, and incorporate the lessons from these experiences into your own life so that you are constantly improving and evolving.

Prior to a performance or important meeting you prepare and rehearse so that you are confident and in control of the desired outcomes. When something does not go as expected you reflect or discuss the situation with another participant so that you learn how to prevent a bad or unexpected result in the future. You also seek out the feedback of people whose opinion you care about and who are able to give you the right kind of input on your performance. When appropriate individuals point out areas where you can improve your performance, you accept their criticism and assimilate their feedback so you are getting better and always moving up.

You also understand that attention to detail is an indispensable characteristic of a remarkable performer and you are always on the lookout for ways you can add to the value and provide that little extra something that will cause you to be asked for an encore.

You will find these passages from [\*The Encore Effect\*](#) particularly useful:

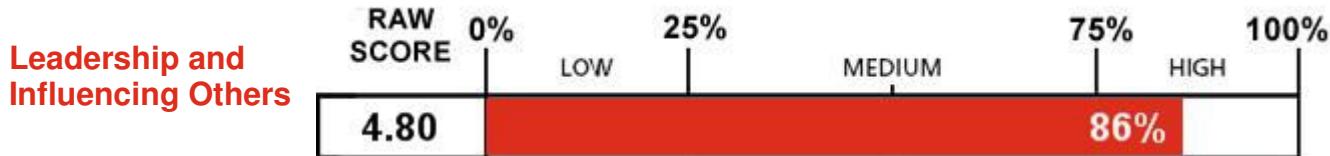
Read Ch. 10 [Pitfalls: How to Keep From Stumbling](#)

Other Resources from Mark Sanborn:

[Upgrade! Proven Strategies for Dramatically Increasing Personal and Professional Success \(Paperback\)](#)

## Attribute: Leadership and Influencing Others

This section of the assessment evaluates your ability to motivate, inspire, instruct, and encourage others in a way that brings out the very best in them and in you.



### Interpretation:

#### Highly Developed

You have achieved a high score on this variable, which demonstrates that you have embodied the role of the servant leader. You are demonstrating a full commitment to giving back to those around you who can benefit from your knowledge and experience. You are providing your colleagues, co-workers, and friends inspiration, encouragement, and instruction, and doing it in a way that helps them realize their full potential personally and professionally. You demonstrate compassion and concern for those around you and your own remarkable performances inspire them to be remarkable.

People buzz about your performance and want more of your time, your ideas, your participation and your leadership. Your employer will do almost anything not to lose you. You have a contagious effect on your co-workers, enabling them to perform at a higher level and bringing new energy and enthusiasm to the projects you are involved with. You have a positive impact on others, which causes them to take action. Your innovative solutions and creative approaches to problem solving pushes the boundaries of the thinking of everyone around you. You naturally assume responsibility for the success of your colleagues, customers, and co-workers causing you to be invited back time and time again... for yet another encore.

You will find these passages from *The Encore Effect* particularly useful:

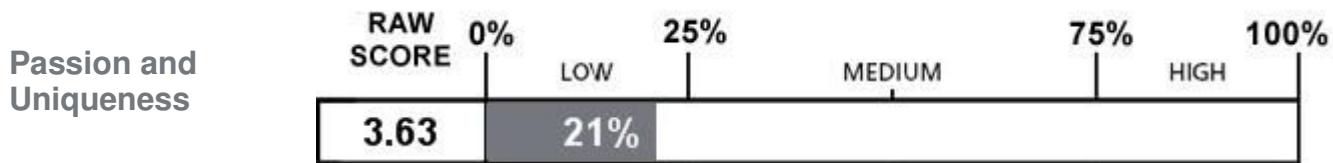
Read Ch. 10 [Pitfalls: How to Keep From Stumbling](#)

Other Resources from Mark Sanborn:

[You Don't Need a Title to Be a Leader: How Anyone, Anywhere, Can Make a Positive Difference \(Hardcover\)](#)

## Attribute: Passion and Uniqueness

This section of the assessment evaluates how much energy and enthusiasm you bring to your performances and the degree to which you have defined yourself as a unique brand so that you are achieving the outcomes you intend.



### Interpretation:

#### Needs Development

Your low score on this attribute indicates that your performances are likely to be bland and uninspiring. You need to examine the level of energy and enthusiasm you bring to your work and see if you can increase your investment in a remarkable outcome. The passion you bring to your performances is an integral component of your brand. Decide to be passionate and your heart will get in step.

Make passion a part of your brand. It is important to know your audience inside and out and understand what their definition of remarkable is. You need to demonstrate to your superiors, your colleagues, and your audience that you care and that you understand what they need and want. Are you putting your energy into the things that really matter? Do you need to plug the leaks so that you are focused on the right things? Do everything that is important with passion.

Some people have not yet discovered what they are passionate about. If you do not have personal passion for the message or project you are working on, try to summon performance passion so that you are delivering an excellent performance, even if you are not passionate about every aspect of it. If you have not found or have lost your sense of purpose, do the things you need to do purposefully: with energy and intention. Passion can be nurtured, developed, and cultivated. A good way to infuse passion into your life is to surround yourself with people who are very passionate about what they do.

You will find these passages from [\*The Encore Effect\*](#) particularly useful:

Read Ch. 3 [Why Remarkable Performance Matters](#)

Read Ch. 5 [Passion: The Fuel for Remarkable Performance](#)

The PDA formula discussed in Ch. 4 is a useful tool that you can use to evaluate your choices and determine the actions and directions you are going to take on your path toward remarkable performance.

#### Other Resources from Mark Sanborn:

[The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary into the Extraordinary \(Hardcover\)](#)

[101 Tips to Get and Stay Motivated](#)

# Attribute: Preparation and Practice

This section of the assessment evaluates your ability to plan ahead, rehearse, and anticipate outcomes for events of significance in your life so that you lay the groundwork to get the results that you want.



## Interpretation:

### Needs Development

Your low score on these attributes indicates that you are generally winging it and flying by the seat of your pants. It is almost impossible to deliver a remarkable performance off the cuff and even if you do it once, you probably cannot do it consistently. Ask yourself what is going on behind the scenes: Are you not committed to your career? Are you being lazy? Are you setting yourself up to fail? Are you stretched too thin? Are you in over your head? Are you making good choices about how you spend your time? What are the issues getting in the way of your success – why are you not making an investment in yourself?

Whatever the issues are that are getting in the way of your ability to focus on the things that are important, and prepare appropriately for a performance, need to be addressed. You need to make time to practice and prepare, focus on essential skills and critical actions, and set specific goals for yourself.

Remarkable performances are built through passion, discipline and action. When discipline is lacking results are inconsistent and sporadic. Discipline is the attribute that enables you to get things done when you don't really feel like it, the passion is not there, the landscape has become complex, or external obstacles are in the way. Remarkable performers focus on the outcome they are trying to achieve and say no to any activity that will divert them from the goal.

You will find these passages from [\*The Encore Effect\*](#) particularly useful:

Read Ch. 3 [Why Remarkable Performance Matters](#)

Read Ch. 6 [Preparation: Where Remarkable Performance Begins](#)

Read Ch. 7 [Practice: It Won't Make You Perfect, But it Will Make You Better](#)

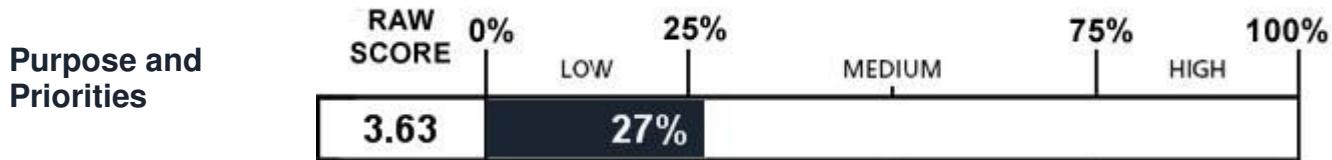
The PDA formula discussed in Ch. 4 is a useful tool that you can use to evaluate your choices and determine the actions and directions you are going to take on your path toward remarkable performance.

Other Resources from Mark Sanborn:

[Speak Like A Pro \(Audio\)](#)

# Attribute: Purpose and Priorities

This section of the assessment evaluates your ability to articulate your personal values and connect these to your goals and objectives so that you are living your life with a sense of purpose and finding the personal fulfillment that comes from congruence in these areas.



## Interpretation:

### Developing

Your mid-range score indicates that you are probably not completely clear on your goals and objectives, have not defined your purpose in life or have not identified the core values that underlie your behavior and your decision making in a way that enables you to be consistent. Your lack of clarity may mean that you simply need to write down your goals and the values that are important to you so that you can periodically "check in" to make sure you are making decisions that are in line with your values and acting in furtherance of your purpose statement and your goals. Remarkable performers know exactly where they are going and focus on how to get there.

You need to be sure that your goals are in sync with your values and that you have a clear understanding of where you want to go and why. You may need to spend some time thinking about the things that are most important to you and make sure you have structured your personal and professional life in a way that has congruency. You may find that your values have shifted from positions you adopted earlier in your life or that you need to reconcile your behavior with the guiding principles that you aspire to. If your core values and your decision making are out of sync you will be conflicted and not operating on a foundation that will allow you to be remarkable.

Move beyond the responsibilities and obligations that you have and focus on the things that you love to do. It would be useful for you to reflect on the outer limits of your potential and then connect this capability to the things that bring meaning to your life. If you can bring these together you will have found the key to a spiritually fulfilling life.

Life is complex and as you move from routine to remarkable you will discover that acquiring the ability to comprehend the complexity, make sense of it, and focus it toward the achievement of your goals is a necessary quality for your own personal development.

**You will find these passages from *The Encore Effect* particularly useful:**

Read Ch. 2 [From Routine to Remarkable – Make Them Want More](#)

Read about the Pyramid of Possibility beginning on page 124

**Other Resources from Mark Sanborn:**

[The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary into the Extraordinary \(Hardcover\)](#)

## Attribute: Skills and Expertise

The section of the assessment evaluates the extent to which you have acquired the skills and expertise to become an encore performer in your field.



### Interpretation:

#### Needs Development

Your low score on these attributes indicates that you need to make a greater commitment to acquiring a strong knowledge base in the skill sets that are the foundation of your work. Remarkable performers are generally recognized as leaders in their field and invest their time and talent to achieve mastery of the skills associated with their job performance. You need to invest additional resources – time and at least some money – so that you deepen your understanding of how these skills are relevant, and apply your knowledge diligently to the environment in which you work.

Become more involved in the material that will enhance your skills, and immerse yourself in the subject matter. Depending on the work you do, you may want to take a course at the local college or technical school, download a course from the internet, attend a weekend seminar, check some books out of the library, or talk to people who are informed about the work that you do. You need to focus on persistent, intentional study and pursue the status of a specialist so that you are increasingly desirable to your employer or working partners.

**You will find these passages from [The Encore Effect](#) particularly useful:**

Read Ch. 3 [Why Remarkable Performance Matters](#)

The PDA formula discussed in Ch. 4 is a useful tool that you can use to evaluate your choices and determine the actions and directions you are going to take on your path toward remarkable performance.

**Other Resources from Mark Sanborn:**

[101 Tips for Improving Productivity](#)

[101 Tips for Innovation](#)

## STRENGTHS AREAS

The strengths areas give you a snapshot of what areas are your greatest strengths. Below are listed the 10 questions with the highest difference between your score and the norm score. These are listed with the highest ranking area first.

Questions Relating to Strengths	Average
34. I am clear on what the next two levels of improvement will look like and I am committed to moving up.	1.56
28. I consciously accept challenging undertakings knowing that they will stretch the boundaries of my performance.	1.06
46. I make conscious choices to reach/teach/inspire others and I take responsibility for their mastery of the material I am teaching.	1.03
32. After I have performed before a group or played an instrumental role in a meeting, I analyze my behavior and evaluate what worked well and what did not.	0.99
43. I live my life with the intention of inspiring people around me so that they will strive to move up to the next level.	0.97
29. I am clear that I have unlimited potential and constantly seek to develop myself to be the best person I can be.	0.88
42. I strive to be a leader among the people I work with and encourage them to be the best they can be.	0.70
44. I feel compassion and concern for my clients/customers/coworkers/colleagues and strive to be in service of others.	0.69
12. I allocate time in my schedule to practice important skills, messages, or presentations that I know might have a long-term effect on my career.	0.63
7. I think about how I will look, how I will conduct myself, and the impression I will make when I am getting ready to go to an important meeting or business presentation.	0.60

## IMPROVEMENT AREAS

The improvement areas give you a snapshot of what areas are your greatest areas for improvement. Below are listed the 10 questions with the highest difference between the norm score and your score. These are listed with the highest negative difference first.

Questions Relating to Areas of Improvement	Average
37. I believe that my work has purpose and meaning and that it is important in the broad scheme of things.	-2.20
25. I research the players in, and the issues affecting, the companies I work with so that I am crystal clear who my audience is when I go into a business meeting or performance.	-1.69
6. I read, listen to audio/video material, and/or attend seminars or workshops so that I am current on the latest developments in my area of expertise.	-1.68
5. I think about what could go wrong during my performance and have a contingency plan ready should I need it.	-1.57
38. I feel that my goals and objectives are inspired by a sense of purpose and support my personal values.	-1.13
8. I bring a great deal of emotional energy to my work and love doing what I do for the people I work with.	-1.12
27. I have a clear understanding of my strengths and abilities and the personal qualities that differentiate me from others.	-1.06
3. I find energy and inspiration from within myself.	-0.91
13. I am fulfilled by my work and find passion and joy in performing for my clients/customers.	-0.88
4. I anticipate questions that I might be asked and mentally prepare responses.	-0.87

# Individual Questions Breakdown

Questions		Average
<b>Engagement and Performance</b>		
9. I use stories and illustrations in my important communications in an effort to engage the audience more deeply.	Self Norm <b>Variance</b>	4.00 3.89 0.11
10. I try to be likable, humorous, and genuinely interested in the people I am speaking to so that I involve them in my presentation.	Self Norm <b>Variance</b>	4.00 4.29 -0.29
15. I break through the barrier of preoccupation and capture the attention of my audience/colleagues/customers.	Self Norm <b>Variance</b>	4.00 3.66 0.34
18. I pay close attention to what my colleagues/customers say and listen actively to their comments and feedback.	Self Norm <b>Variance</b>	4.00 4.21 -0.21
21. I hold the attention of my colleagues/customers when I am communicating with them and powerfully connect with my audience.	Self Norm <b>Variance</b>	3.00 3.77 -0.77
23. I am frequently invited back by clients/customers for whom I have delivered services because they see the value and benefit of my message or contribution.	Self Norm <b>Variance</b>	4.00 3.73 0.27
26. I am clear on what I want my colleagues/customers to do as an outcome when I make a formal or informal presentation.	Self Norm <b>Variance</b>	4.00 4.00 0.00
<b>Feedback and Self-improvement</b>		
29. I am clear that I have unlimited potential and constantly seek to develop myself to be the best person I can be.	Self Norm <b>Variance</b>	5.00 4.12 0.88
30. I take the time to carefully observe what is going on around me and try to learn from these experiences.	Self Norm <b>Variance</b>	4.00 4.22 -0.22
32. After I have performed before a group or played an instrumental role in a meeting, I analyze my behavior and evaluate what worked well and what did not.	Self Norm <b>Variance</b>	5.00 4.01 0.99
33. If something I try does not work or I have a setback of some sort, I learn from the experience and apply the knowledge to my next experiment.	Self Norm <b>Variance</b>	4.00 4.22 -0.22
34. I am clear on what the next two levels of improvement will look like and I am	Self Norm <b>Variance</b>	5.00 3.44 1.56

committed to moving up.		
<b>Leadership and Influencing Others</b>		
42. I strive to be a leader among the people I work with and encourage them to be the best they can be.	Self Norm <b>Variance</b>	5.00 4.30 0.70
43. I live my life with the intention of inspiring people around me so that they will strive to move up to the next level.	Self Norm <b>Variance</b>	5.00 4.03 0.97
44. I feel compassion and concern for my clients/customers/coworkers/colleagues and strive to be in service of others.	Self Norm <b>Variance</b>	5.00 4.31 0.69
45. I strive to be innovative and creative in the approaches and solutions I offer to my clients/customers and will often push the boundaries of their thinking.	Self Norm <b>Variance</b>	4.00 4.06 -0.06
46. I make conscious choices to reach/teach/inspire others and I take responsibility for their mastery of the material I am teaching.	Self Norm <b>Variance</b>	5.00 3.97 1.03

## Passion and Uniqueness

3. I find energy and inspiration from within myself.	Self Norm Variance	3.00 3.91 -0.91
8. I bring a great deal of emotional energy to my work and love doing what I do for the people I work with.	Self Norm Variance	3.00 4.12 -1.12
13. I am fulfilled by my work and find passion and joy in performing for my clients/customers.	Self Norm Variance	3.00 3.88 -0.88
16. I am committed to going the extra mile for my clients/customers and make a special effort in the work I do with or for them.	Self Norm Variance	4.00 4.31 -0.31
19. There is congruency between what I say and what I do.	Self Norm Variance	4.00 4.14 -0.14
24. It is important to me that my performance truly reflects who I am.	Self Norm Variance	4.00 4.53 -0.53
27. I have a clear understanding of my strengths and abilities and the personal qualities that differentiate me from others.	Self Norm Variance	3.00 4.06 -1.06
28. I consciously accept challenging undertakings knowing that they will stretch the boundaries of my performance.	Self Norm Variance	5.00 3.94 1.06

## Preparation and Practice

2. I plan or rehearse my comments or the contributions I hope to make before I go to a meeting.	Self Norm Variance	3.00 3.76 -0.76
4. I anticipate questions that I might be asked and mentally prepare responses.	Self Norm Variance	3.00 3.87 -0.87
5. I think about what could go wrong during my performance and have a contingency plan ready should I need it.	Self Norm Variance	2.00 3.57 -1.57
7. I think about how I will look, how I will conduct myself, and the impression I will make when I am getting ready to go to an important meeting or business presentation.	Self Norm Variance	5.00 4.40 0.60
12. I allocate time in my schedule to practice important skills, messages, or presentations that I know might have a long-term effect on my career.	Self Norm Variance	4.00 3.37 0.63
22. I am confident when I appear before a group or speak at a meeting.	Self Norm Variance	4.00 3.87 0.13
25. I research the players in, and the issues	Self Norm	2.00 3.69

affecting, the companies I work with so that I am crystal clear who my audience is when I go into a business meeting or performance.	Variance	-1.69
<b>Purpose and Priorities</b>		
31. I seek feedback from mentors and role models and incorporate their input so that I can be the best I can be.	Self Norm <b>Variance</b>	4.00 3.86 0.14
35. I have concrete and measurable goals and objectives.	Self Norm <b>Variance</b>	3.00 3.56 -0.56
36. I routinely distinguish between the details that do not matter from those that really do.	Self Norm <b>Variance</b>	4.00 3.78 0.22
37. I believe that my work has purpose and meaning and that it is important in the broad scheme of things.	Self Norm <b>Variance</b>	2.00 4.20 -2.20
38. I feel that my goals and objectives are inspired by a sense of purpose and support my personal values.	Self Norm <b>Variance</b>	3.00 4.13 -1.13
39. I am involved in my community and contribute to charitable and philanthropic causes that are important to me.	Self Norm <b>Variance</b>	4.00 3.44 0.56
40. I believe that integrity, sincerity, and honesty are important aspects of my brand.	Self Norm <b>Variance</b>	5.00 4.76 0.24
41. I have a clearly defined set of guiding principles that shape my behavior and my decisions.	Self Norm <b>Variance</b>	4.00 4.37 -0.37

<b>Skills and Expertise</b>			
		Self Norm <b>Variance</b>	
1. I have educated myself in the fundamental capabilities and core competencies associated with my field of expertise.			4.00 4.14 -0.14
6. I read, listen to audio/video material, and/or attend seminars or workshops so that I am current on the latest developments in my area of expertise.			2.00 3.68 -1.68
11. I have acquired hands-on experience in my field and I am more proficient than most in the capabilities and competencies associated with it.			4.00 4.10 -0.10
14. I do not avoid difficult tasks and work through them persistently, looking for the lesson to be gained from the effort.			3.00 3.84 -0.84
17. I experiment with new ideas and innovative ways of solving problems.			4.00 4.06 -0.06
20. I look for opportunities to teach new ideas/skills to my peers and colleagues because I find that I learn a great deal from the teaching process.			4.00 4.05 -0.05

# **DISCLAIMER**

The information provided by Encore Effect is published as a courtesy to be used for the sole purpose of education and general knowledge. The assessment test(s) has been created for personal use using extensive and detailed research. Despite the excellent research and information used in developing the Encore Effect Assessment, assessment results should not be considered comprehensive, accurate or complete.

The purpose of the Personal Encore Effect Assessment is to provide an easy and useful tool to promote general education and understanding of personalities and skills. Information provided through the Assessment should be read with common sense and with the understanding that the information provided is general in nature.

Assessments are unlikely to completely assess your specific needs and situation and Encore Effect Assessment scores are compiled from the successful completion of the appropriate questionnaire based upon weighted values in each category. There is no guarantee that the Assessment covers all data, information, and resources necessary to make a complete or accurate assessment. Encore Effect makes no warranty as to the accuracy, completeness, usefulness, or value of the tests, nor guarantees against errors, failed links, omissions, or unintentional lost data on or through the site. The information should not be considered as giving legal, accounting, tax or investment advice.

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You assume full responsibility for the use of the Encore Effect site including any Assessments. Encore Effect shall not be liable for, (i) your use and application of the Personal Encore Effect Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of the Personal Encore Effect Assessment, and (iii) the results or information developed from your use or application of the Personal Encore Effect Assessment. You waive any claim or rights of recourse on account of any claims against Encore Effect, its officers, employees, agents, affiliates or other contributors to this site or links from this site. The information provided through the Encore Effect site is with the express condition, to which everyone using it is subject, that no obligation, responsibility, or liability shall be incurred by Encore Effect for any loss or damage, whether incidental, special, indirect or consequential, in connection with, caused by or arising from any use of or reliance upon any of the information provided. For questions about Encore Effect's usage of assessment information it receives, please see our privacy policy.