

**JUDGMENT**

**PASSION**

**BEHAVIOR**



**INSIGHT**

JUDGMENT*compass*<sup>TM</sup> Coaching

This Report prepared exclusively for:

**Sample Report**

**ACTIONCOACH DEMO**

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**ActionCOACH**  
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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*

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## 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.

This unique report is based on Robert S. Hartman's Value Profile that was derived from the Science of Valuation (known as Axiology). It mathematically measures your judgment like a ruler as it notes the preferences in the ranking of the items you made. The information in this report has been compiled to help you understand specific strengths and limits under the skill sets section that follows and to also help you understand your general judgment ability for the world outside of you and the judgments you make about yourself. This information can be found under Judgment Essentials starting on page 5.

## 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 biases 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.

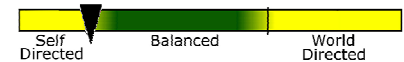
**Strength:**  You have the ability to make sound judgments in these areas and have balance in your decision-making abilities, hence the potential for making errors is greatly reduced. These are marked with a green strong man.

**Growth:**  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.









**Potential Blocks:**  Areas marked with the red stop 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 high 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

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



Consistency: 804/858

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



## 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 areas 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.

## Sample Report's Judgment Style

### Maintainer (Strategic Evaluator)

You are an efficient worker and like to get things done and do them in the right way. You will push for results, but you will not start something until it makes sense. However, letting an opportunity go by will cause you some pain. You want to have a clear plan and mission to follow so you can stay on task until it is completed. You would rather focus on service and product than you would people. You naturally look for the most effective ways to do something and pay attention to the quality and standards by which they are done. You can be very analytical and practical at the same time. You will question the theories behind how things should be done and expect that they can be proven to work.

You are a very loyal and faithful person; however you prefer to develop professional business relationships within your network than close intimate ones. You can appear sometimes as being cold toward others, as you can tend to focus more on business (the plan and the action) than on individual (feelings and the reason for doing things). You will tend to be very skeptical and cautious towards new people that you meet and may even question their intentions. You will promote fairness in the workplace.

### Problem Solving

They will be very proactive and pay attention to the consequences of decisions to minimize risk. They will be logical in breaking down the source of a conflict or problem. They may spend too much time on the idea generating or evaluation of solution phase of problem solving. They may tend to rush the process and want to act before a solution is ready to be implemented. Others may see them as competitive and distant when they do not listen to idea. They often do not ask for others opinions and as a result they may not gain support from them.

### Strengths

- You maintain a high personal standard of work quality
- You can project a confidence in what you do
- You are very proactive and anticipate the consequences of actions and outcomes well
- You can address other peoples' questions and objections in an organized and clear manner
- You can keep a conversation on track and help focus the outcome
- You will promote fairness in your work relationships and keep good customer relations

### Potential Limitations

- You can become impatient with others that are slow or do not support their ideas with sound reasoning
- When convinced your way is best, you can become unresponsive to the ideas of others
- You may let your first impression preset your expectations of others
- When you become matter-of-fact in a communicating with others, you can leave them feeling like you do not care about their needs, interests or ideas
- You may become competitive and imposing in a conversations when others questions your logic or ideas

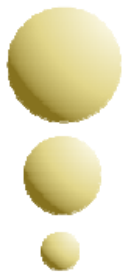
### Suggestions for Improvement

- Learn how to provide proactive feedback instead of just being overly critical of what was not done
- Monitor your competitiveness when dealing with people who object to your ideas
- Work on being open-minded and staying in touch with the other people and their point of view even when you feel your way is better
- Realize that not everyone is as perfectionistic as you and not everything needs to be "all or nothing"
- Be more aware of how your personal responses have an effect on 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 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.)

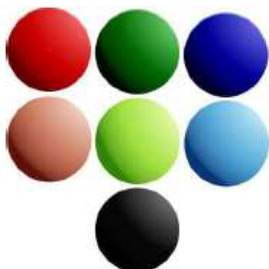
**How Open are YOU?** How receptive are you to information? Do you see more of the good or the bad? Do you tend to be open and positive or more guarded or skeptical?



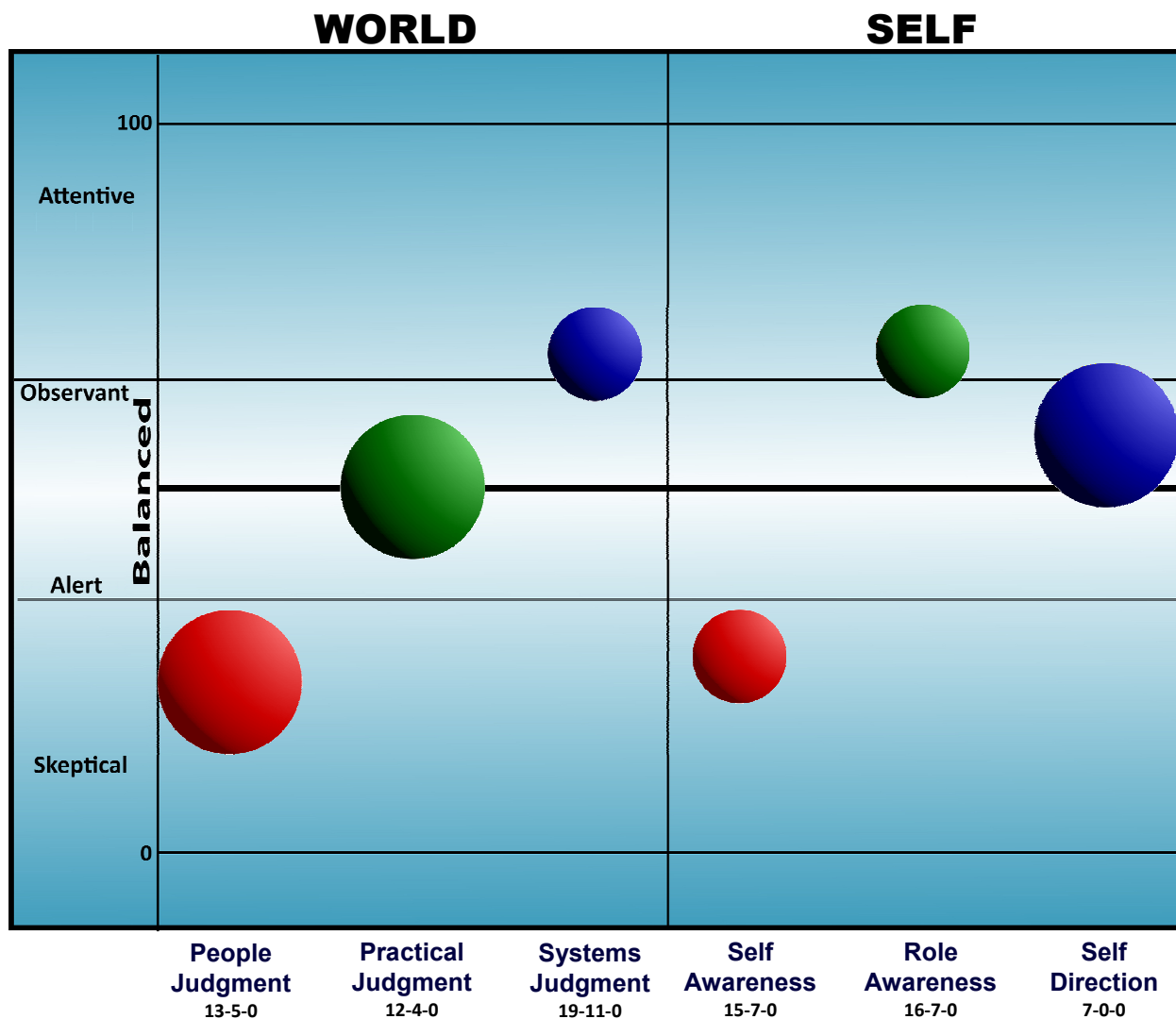
- Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; you will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.
- Observant:** Indicates a more balanced attention towards information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

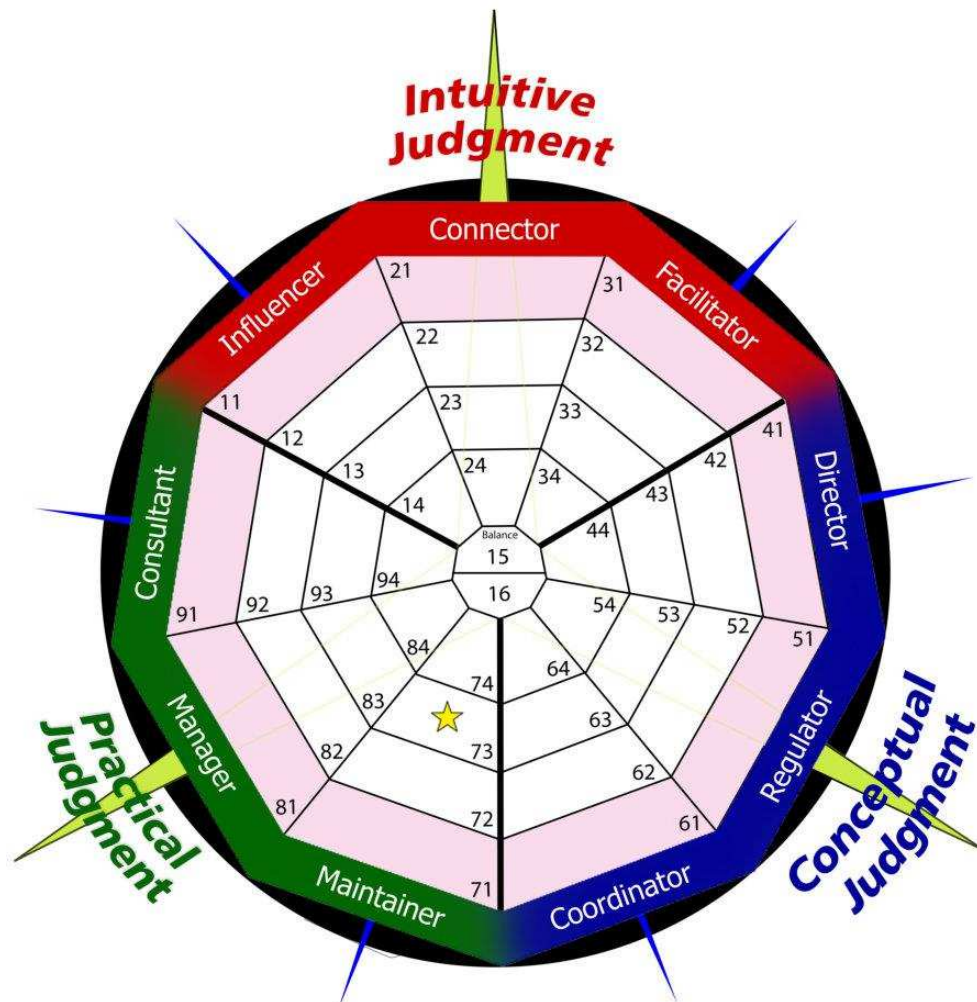


## The Judgment Compass

### 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.

## Definitions and Coaching Guidelines

### Positive Attitude Toward Work

**Positive Statement:** You have the ability to maintain a positive and dynamic attitude toward work and the things going on around you, including your relationships with others 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:** You have a strong sense of inner values that become your strength in difficult times. Stick to your high personal standards when faced with difficulties, or you may feel a sense of guilt for compromising if you don't uphold what you know to be right.

**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:** You have a very balanced set of standards for evaluating what happens around you. You are good about not letting your personal bias affect your ability to manage others or difficult situation. You like to maintain consistency when getting others to live up to rules, order, and standards.

**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:** You have a very strong capacity to understand your own strengths and limits. When problems arise you can realistically step back to solve them and take ownership for what you can do to improve the situation. This is especially true as it relates to the work environment.

**Development Area:** You take a great deal of pride in your role and image. At present you seem to have an extreme focus on how you appear to others and do not like to appear wrong under any situation. This can sometimes be caused by an extreme situation in which you feel you have to defend your every move, or from a strong desire to be on top. In either case it is still important to be receptive to the feedback from others.

**Coaching Suggestion:** Reflect back on why your role is so important to you right now and what it is about your image you feel so strongly you need to protect. While it is important to protect your image, it is also

important to remain open to new ideas and suggestions. A learning mindset will only make you appear stronger, not weaker.

### Care of Company Assets

**Positive Statement:** You are a very organized and self-disciplined individual. You are aware of your surroundings and the importance of keeping 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:** You have the ability to work well with others and can realistically see both the good and bad qualities in others. You have the ability set realistic expectation in your working relationship with others.

**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:** You have the ability to balance the need for being sensitive towards others without losing the ability to make objective decisions. You like to be realistic in your evaluation of others and, while you can show care and compassion, you also know where to draw the line and when to hold others accountable. Likewise, you have the ability to not be overly sensitive to what others think about you. You can balance the need for their personal approval of what you do without compromising your standards for yourself.

**Development Area:** You have a tendency to be overly skeptical of others and are not able to see how our actions affect others. You do not warm up to people on a deeper level until they have been able to prove themselves and even then you may still keep them at a distance.

You have a very high set of standards that you hold yourself to. You hold others to these same set of standards and may find it difficult to remain open and optimistic with them when they do not live up to your standards. You may even become critical of them when they disappoint you.

**Coaching Suggestion:** Take time to identify the aspects about people that you do not trust or how you feel the other person will let you down. Are your expectations realistic? Could you live up to your own standards? When working with another people be sure to double check your expectations and check to make sure they are realistic. Learn how to communicate your expectations clearly with other people so they can either agree or disagree with their ability to meet them. This will help to reduce automatic negative evaluations.

For those people you need to work with on a continual basis, it is good to take time to get to know them instead of acting on first impressions. The best way to get to know another person is to work alongside of them. Spending quality time interacting with others can help to reduce your uncertainty about them.

You need to remember that most people do not have the ability or desire to hold themselves to the same high set of standards you have set for yourself. When people do not measure up to your expectations take some time to reflect on why they have not and see if you can find a more realistic expectation level. Be sure to communicate your expectations clearly with others and make sure they feel they are realistic and able to fulfill them. In some situations your expectations may even be unrealistic for yourself.

### Interpersonal Potential

**Positive Statement:** You are very effective in solving personal relationship issues and making decisions about people. You can see what is important and know what to focus on to keep a relationship problem free. However, knowing does not always equate to doing, so be sure to follow up on your intuitive sense about others, find ways to ground logically what you feel, so others can gain from your intuition.

**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:** You have a strong capacity to solve complex problems in very practical ways, including situations people, and complex conceptual ideas. You have the ability to pick out what is important and what is a priority. You can evaluate information on many levels without personal bias to help you reach a sound decision. Be sure to keep emotions in check still, as anyone can become emotional and be subject to making poor decisions.

**Development Area:** You may have difficulty dealing with complex problems and situations as you are naturally drawn to look more at one side of the problem than another. You may focus on the people, the complexity of the problem, or the abstractness of the situation and as a result you may neglect picking up on valuable information that could lead to making a more balanced and sound decision.

**Coaching Suggestion:** When making an important decision, be sure to leave enough time to revisit the information and see it from many perspectives. Be sure you think about the how it affects people, how practical it will be, and if you need understand another layer of abstractness. Seek out the advice of people you trust to give you their perspective on a difficult problem so that you can gain insight into some of the potential information and issues that you may be neglecting.

Take time to reflect on past decisions that did not have a positive outcome. In hindsight what did you discover that you wish you had thought about up front when making your initial decision? What could you have done differently to ensure you gathered that needed information in advance? These thoughts will be good to reflect on when you find yourself in similar situations in the future.



## Practical Thinking

**Positive Statement:** You are a very perceptive individual with a strong capacity to pick up on what is needed to make practical decisions and to correct a situation that has turned out bad. While your capacity is good, be sure that you still 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:** You have a very strong capacity for strategic and long term planning. You know how to prioritize goals to reach the desired outcome because you can pick up on the information relevant for timing and importance.

**Development Area:** You may struggle in this capacity at time because you have a bias towards certain types of information and may not pay attention to other information that is also important to make realistic long term goals and strong strategic plans.

**Coaching Suggestion:** When you know you need to make long term goals or strategic plans, you may want to seek out advice from a trusted friend or business partner. You may want to ask them what information they see as important. Have them review your plans to ensure that they are realistic and attainable.

## Overall Problem Solving Ability

**Positive Statement:** You have the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. You can see what is relevant in a complex situation and make the right decision.

**Development Area:** You may have difficulty solving problems because you have a bias towards the people involved, the important requirements of the task, or what information is most important. You may have too much going on right now and as a result you are susceptible to fuzzy or clouded thinking.

**Coaching Suggestion:** Take time to evaluate all aspects of an important decision. You may want to break down all of the key factors related to the people, the task, or the structure or rules impacting the problem. If you don't know enough about any one area, or what you have tends to be skewed to the positive or negative, seek out extra advice from others to gain additional perspective. When rushed you may tend to make more of an emotional decision over a logical one, or you may rest only on logic and forget to take into account how a decision may impact others.

Take time to reflect on the types of decisions that have been difficult for you in the past. Know that when you face similar situations in the future that you may want to seek out advice from trusted friend or colleague.

Take time to understand the underlying motivation when you make decisions. Do you do things to avoid pain or to promote pleasure? If you are rewarded for your decisions, you may be biased because you spend too much time looking at the pros in a decision. If you are more of a person to avoid pain, you may give more weight to the potential negative outcomes when making a decision and struggle with anxiety over the outcome. In either case, you need to make sure you provide more balance in what you focus on so that you do not get caught in a fight or flight response, which can greatly reduce your decision-making ability.

When facing a complex situation that has many variables to take into account, you may want to seek out advice to help prioritize what is more important to least important, so that you start working on what is most important first.

You may want to look up some of the many problem solving techniques such as “Five Why’s”, or “Six Thinking Hats” that help you look at a situation from different perspectives in order to gain the needed information to make a more robust decision.

### Outcome Orientation

**Positive Statement:** You have a natural ability to focus on making things happen and obtaining results. You have the desire to push yourself to accomplish goals. Set clear goals and you will continue to obtain positive results.

**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.

### Trainability

**Positive Statement:** You have the ability to understand how things work together around you and how new things relate to what you already know. This allows you to pick up on new things more quickly.

**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:** You have the ability to concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment. You 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. The limited focus in processing can lead to poor decision making and 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 more important. Information overload can lead one 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 and have a discussion around your thoughts and help you focus in on the right things without feeling like you are leaving something out.

## Self-Confidence

**Positive Statement:** You have the ability to understand your own inner worth and individuality. You have a realistic view of your strengths and limitations and tend to put yourself in more situations that utilize your strengths and that you will be successful at.

**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.

## Pride in Work Quality

**Positive Statement:** You have the ability to understand the work related to the roles and positions you are in. You know what you need to do to be successful and produce quality 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:** You have the ability to maintain a strong push towards resolving personal issues that may get in the way of reaching goals. You can maintain your focus and drive towards accomplishing goals despite potential 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:** You have the ability to see and accept the rules and regulations imposed by the authorities you are under. You tend to like having a clear set of rules and order presented to you on how to get things done. For the most part you will be very accepting of leadership and the rules placed upon you, as long as they are reasonable.

**Development Area:** Your strong need for perfection makes it difficult for others to live up to. If you are not in agreement with rules or feel that the rules are not strict enough you will have difficulty not wanting to raise the standards or question those in authority over you with your alternative ways of thinking. Your innovative thinking can make it difficult for you to accept “by-the-book” leadership styles or rules that are imposed.

**Coaching Suggestion:** Since you can see details that many others will miss, you need to use your attention to detail to your advantage. In your need for perfection and order, you need to realize and that not everyone is motivated the same way you are and may not pick up on as much detail. Take the time to communicate early with others what your expectations are. You may want to provide the details in writing so that others have something to refer back to. Take time to explore new situations and the authority groups that you permit to manage over, the more you understand them and the more they understand you, the better the communication.

## Goal Setting Skills

**Positive Statement:** You have the ability to set realistic goals for self-development and future accomplishments. You 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.



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