



Judgment Series Coaching

An Evaluation of Judgment for Coaching

This Report prepared exclusively for:

Sample Report

COMPANY NAME HERE

11/30/2015



11/30/2015

Inside This Report

Why is Judgment Important	2
Judgment Essentials	3
Sample's Judgment Style	4
3 Keys to Judgment Strength	5
Judgment Bias Graph	6
Judgment Compass	7
Skill Sets	8
Judgment Definitions & Legend.....	9
Skill Sets Definitions	10

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.

Sample Report's Judgment Style

Manager (Development Supervisor)

You are results driven and prefer to see results now than to worry about them in the future. You are a very practical problem solver and make a good manager or supervisor as you pay attention to what is sensible and workable. You will not only ensure that things are set in motion, but will follow through till they get done. You naturally focus on ways to save time and resources and will spur people into action when necessary. You may find it difficult to work with people who are not as results-oriented as you are. You would also prefer that people attempt to fix their own problems before meeting with you. When giving advice you may tend to be so practical, that you may not think about the other person's feelings and or long-term outcomes.

You do not like to make commitments to others that you feel will not give you something in return. Just remember, it is better to give than receive at least some of the time. You are a hard worker and will readily jump 100% into projects that interest you. This can be great, but at times it might also be good to step back and evaluate things and work for a more long term outcome. Your drive to get things done can sometimes come across to others as being too pushy, political, and manipulative. You will have difficulty if people do not share the speed at which you like to get things done. This may be especially true if the other person is a planner and developer and needs a complete understanding of a project before beginning.

Problem Solving

You like to come up with realistic solutions that can be put into effect quickly. You are good at seeing key issues and focusing on the functionally best solution. You will be better at solving short term problems, but with more effort you can think about long term results. If you continue to see the same problem, you may want to step back and get an outside opinion or broader picture on how to prevent the problem from happening. Be careful not to be too directive or advice giving in a group problem solving situation.

Strengths

- You have the ability to focus in the moment and solve immediate issues
- Your solutions and communication are very practical and constructive
- When you know what you want, you will focus your communication to get it
- You can generate enthusiasm for the ideas you believe in
- May have the talent to work on or around the operation or application of machines

Potential Limitations

- You are so driven to get things done that you can become impatient with others that question your ideas or slow down a project
- Your push for zero defects and high standards can be overwhelming for some of the people you work with
- Your ability to grasp things quickly may cause you to rush when giving directions and others may not have enough time or information to grasp what is being said
- You may underestimate the impact of your influence on others and overestimate your ability to understand what they think and why
- In your desire to move forward you may not take time to hear the questions and requests of others

Suggestions for Improvement

- You need to take more time to listen and solicit ideas from others
- At the same time you need to be open to hear what they say and be able to answer their questions and concerns
- Take time to understand your personal biases and expectations so you can move past them
- Be more mindful of others and know when to back off and let the other person speak their mind
- Be careful to think through your commitments before making them in order to ensure you are not going to over promise and under deliver

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

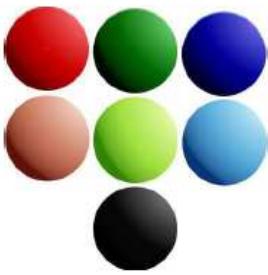
good or the bad? Do you tend to be open and positive or more guarded or skeptical?



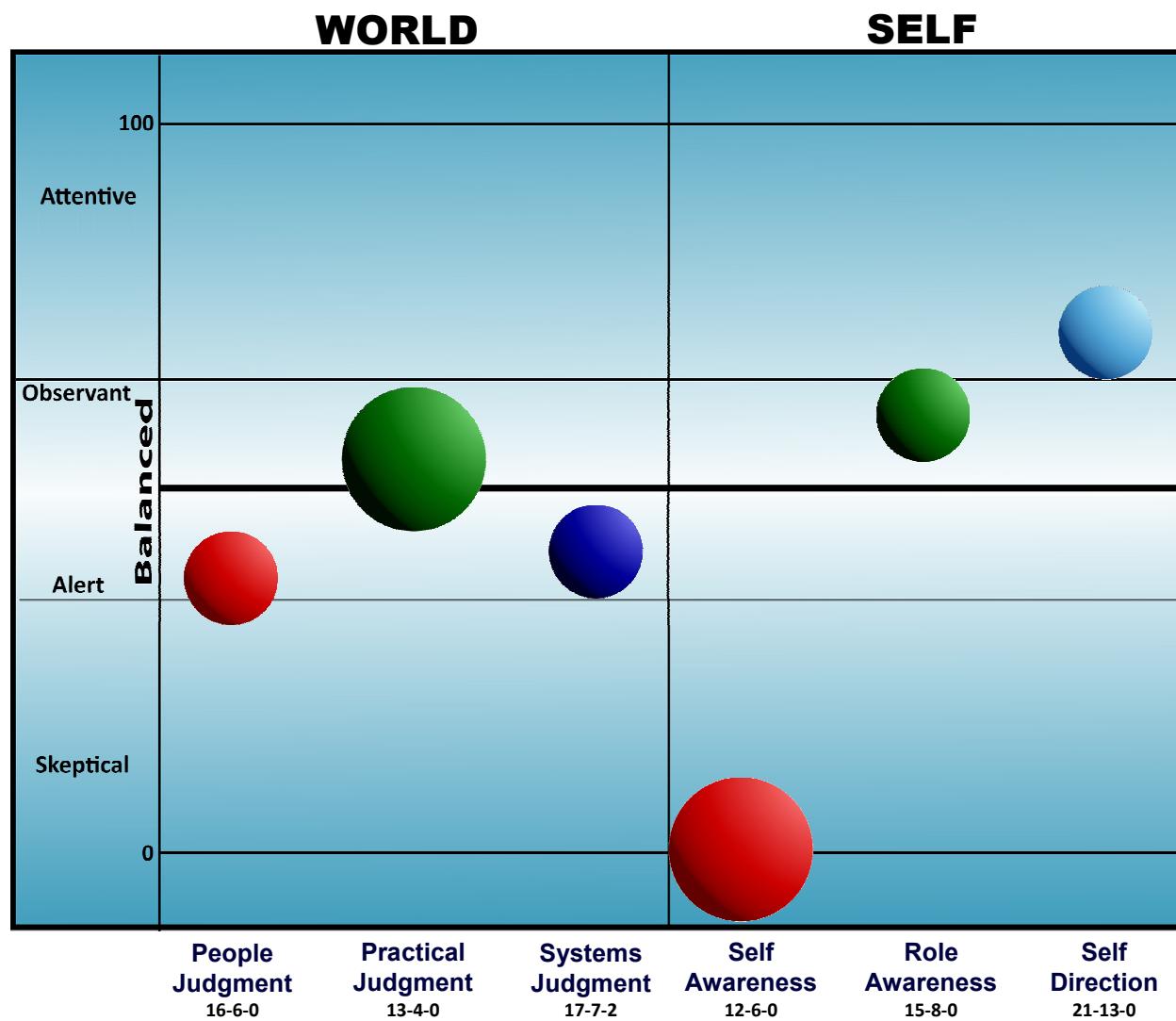
- Attentive:** Indicates there is a strong draw towards or emphasis on information from this dimension; you will tend to evaluate this information first, and may tend to favor the more positive rather than negative aspects of the dimension.
- Observant:** Indicates a more balanced attention towards information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

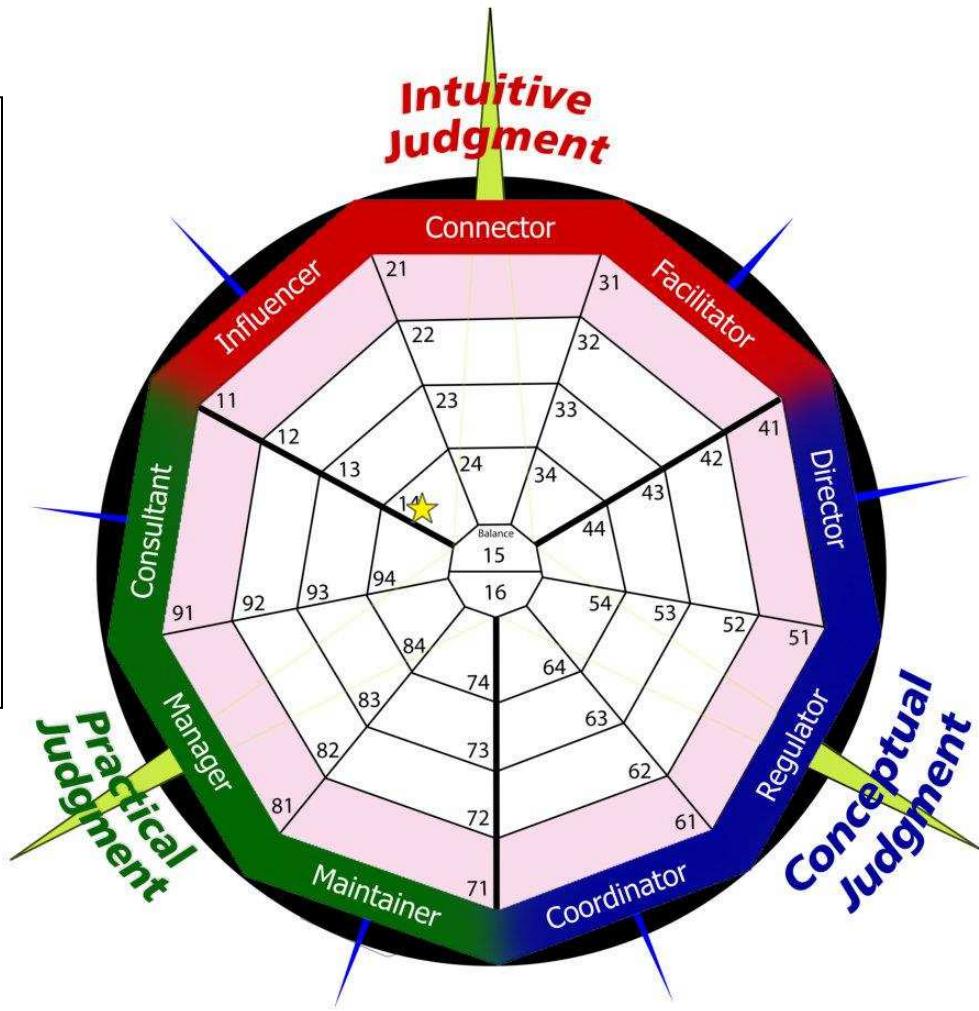
- **Self-Awareness:** Ability to see, understand, and appreciate personal strengths and limits
- **Role Awareness:** Ability to see, understand, and appreciate one's social roles and/or job function
- **Self-Direction:** Ability to set goals, have a vision for the future and have the determination and 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 than 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: 844/745 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 S



Internal Tension



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

Definitions and Coaching Guidelines

Capacity for Action:

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

Outlook slider

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

You have been taught that it is important to not only self-reflect, but to also keep tabs on what is happening in the world around you. You have the ability to step back and reflect on what is happening around you and you will potentially see how what you do affects the world around you and how the world affects you.

Processing Style Slider

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

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

You are very unconventional in your thinking and your brain creates connections between things that are different than most of the people you meet. Some may find it difficult to see things from your perspective. You may need to take more time to help them draw the connections you make to help them understand.

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: This is an area of strength for you.

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

Commitment to Personal Standards

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

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

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

Adherence to Company Policy

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

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

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

Ownership for Problems

Positive Statement: An individual strong in this capacity has the ability to see their own strengths and

limits and are able to realistically step back to solve problems as they relate to themselves. They are more likely to own up to their responsibility for a problem when it arises at work.

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

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

Care of Company Assets

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

Development Area: You may be too busy or lack focus at this time. This may lead you to be disorganized as you may not be paying attention to the important things going on around you, especially in a busy work environment. You may not take the time to do preventative maintenance or maintain things in ready time, hoping you can get to them at another time.

Coaching Suggestion: Take more time for reflection and to think through the things that you need to complete each day.

Take time to ask others around you for what priorities are important and for the items you may be using to complete your job that could use a checkup to keep them running efficiently.

When you know something is in need of repair, take the time to make a note about it on a calendar or planner, and give yourself a deadline to have it dealt with.

Assessment of People

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

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

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

Sensitivity To Others

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

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

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

Interpersonal Potential

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

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

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

Self-Control

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

Development Area: You may be at risk in this capacity because you have an emotional trigger or bias towards people, tasks, or processes that can derail your ability to maintain control of your emotions in some situations.

Coaching Suggestion: The best way to learn how to control emotions is to discover what sets them off. You will want to take time to reflect on what types of people, tasks, or situations have caused you to become emotional in the past. As you discover patterns in the areas that cause you problems you may want to seek the advice of others that you trust to give reasonable alternative ways of responding, even if that includes attempting to avoid the situations that affect you the most. As you discover your emotional and situational hotspots take time to imagine yourself reacting in more proactive ways with either proactive set statements or pre-facilitated actions. The more practiced you are, the more likely you will be able to maintain control the next time you face a similar situation.

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

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

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

Strategic Planning Ability

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

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

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

Overall Problem Solving Ability

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

Development Area: 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 a 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 what is 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: 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 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: 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.

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 the advice from a trusted friend, keep an open mind to what they might have to say, and find proactive ways to make yourself better when needed.

Pride in Work Quality

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

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

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

Determination

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

Development Area: You may have difficulty resolving personal problems that help you maintain the drive to push toward goals. You may feel that some of the setbacks you have recently experienced are too difficult to get past and you may have lost some of your drive to push ahead to accomplish your goals.

Coaching Suggestion: Take some time to reevaluate the goals that you have set with someone you respect as a sounding board. Are they realistic? Could they be broken down into smaller, more accomplishable, tasks? What seems to be the greatest obstacle holding you back from reaching your goals? Find someone who is more experienced in your area, or had to overcome similar obstacles, and find out what they did to get past them. If what is holding you back is too great, you can recharge yourself by finding new goals to pursue that will excite and engage you to press on again.

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 toward new rules and procedures until you have been able to examine them and determine their viability. If you do not accept the rules you may find a way to overtly, or covertly, get around them.

Your need for innovative thinking can cause you to see things so uniquely that you have difficulty applying the same rule twice. You may find it difficult to work in situations that force you to comply with strict sets of rules and standards or work with people who tend to have rigid black and white thinking.

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, you can either attempt to express your reasoning to make changes to them, accept the rules anyway, or determine that that they are a deal breaker and find a new situation to place yourself in 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.

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When you have a choice in what types of situations and leadership you are exposed to, make sure that you are on the same page with them when it comes to expectations and rules. Also, find out if they will be understanding and appreciate your innovative mindset, so that you have the freedom to make choices when needed and express your ideas even though they may be different.

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 find 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 circumstances dictate 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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