

# Internal Factors

5.5 - 6.9 Low | 7.0 - 8.5 Moderate | 8.5 - 10.0 High

## 0 - Balanced

- has achieved an objective sense of self awareness
- realistically judges their strengths and weaknesses
- appreciates their own unique individuality
- tends to be a well-integrated personality
- have a balanced understanding of who they are
- clearly aware of their abilities and limitations
- has inner strength and faith in themselves
- may feel they have already accomplished a great deal in life
- may feel somewhat satisfied with themselves the way they are
- may be on the threshold of change
- may not have clear direction yet about how to further develop their potential
- may be uncertain about how to further improve
- may reflect a degree of complacency or lack of clear direction

## ↑ - Overvalue

- strong faith in themselves and their abilities
- strong, unshakeable ego and sense of high self worth
- may place too much importance on themselves
- happy and satisfied with who they are and their current level of success
- may overvalue their strengths and be unclear about, or unaware of their weaknesses
- may not be very motivated to change or improve
- do not take even constructive criticism from others very well
- may feel they are not getting enough recognition for their contribution(s)
- may be self-centered, complacent or even narcissistic
- may put too much value on the self-enjoyment of just "being" or "living"
- may lack the internal motivation to further develop themselves and their potential
- have a weaker desire to learn, do, and achieve more
- may feel that they have already "arrived"
- may consider no job or role good enough for them
- may reflect they are in retirement mode

## ↓ - Undervalue

- strong internal motivation and initiative
- judge self as not yet having fulfilled their potential
- may have strong sense of self worth and good ego, but see great room for improvement
- want to learn, do and achieve more
- lack feelings of self-satisfaction and complacency
- desire to improve themselves and apply more of their potential
- may feel unfulfilled or dissatisfied with who they are
- seek avenues that could lead to higher levels of personal satisfaction and success
- may lack a strong sense of self worth
- may depreciate themselves, needlessly
- could harbor feelings of inferiority
- may be dependent on others to value them

## Sense of Self

## 0 - Balanced

- finds their current life situation adequate, perceiving both fulfilling and non-fulfilling factors
- has capacity to maintain a harmonious, balanced integration of all their roles in life
- free of role conflict
- has clarity with regard to their duties and responsibilities
- in combination with a high score, they understand how to manage their time
- may greatly enjoy some aspects of their roles, but displeased with other factors
- may hold a maintaining posture
- may be between jobs
- may resist change in the status quo
- may be looking forward to retirement and accompanying benefits

## ↑ - Overvalue

- has clear understanding of primary life roles
- identifies strongly with job and takes it seriously
- takes pride in doing good, high quality work - works with intensity
- will take initiative - may be a workaholic
- puts most of their energy and time into fulfilling role responsibilities
- gets strong sense of personal satisfaction, achievement and fulfillment from their roles
- wants to make a positive contribution through their work-role
- well-adjusted socially and professionally
- feels job well utilizes their talents and allows them to further develop their potential
- confident in their abilities (perhaps overly confident)
- may become pre-occupied with short-term objectives
- fully engages self in primary role
- tends to be fully present to the work at hand

## ↓ - Undervalue

- may not have clear understanding of life roles
- may have been recently laid off or fired
- may be in job transition
- may overextend their time and get involved in too many activities
- may not identify with job or personal roles
- may feel disengaged from certain roles
- feels lack of pride in their job, and may not do their best
- may have difficulty managing their time
- may suffer from lack of harmony between personal and professional roles
- unlikely to take initiative
- may feel job is ill-suited to their abilities
- may feel lack of self confidence to do the job well
- may have poor working conditions
- has hard time being fully present or engaged in their life roles
- may feel dissatisfaction with their roles, or aspects of them
- has difficulty achieving harmony and balance among different roles
- does not get sense of personal satisfaction and achievement from their roles
- may feel poorly adjusted - both socially and professionally
- has doubts that their professional contributions are meaningful
- lack of personal fulfillment indicates the person may be dependent on other people (relationships), social status, power, money, or find relief in substances like alcohol or drugs

## Role Awareness

## 0 - Balanced

- may be uncertain concerning future goals and how to best pursue them
- may be so focused on what they are doing in the present, that their future is placed in suspension
- may lack clarity about who they want to become or where they want to be
- may be leaving future open to capture best opportunity
- likely open-minded and flexible
- may lack clear standards and principles, or allow self to bend their own rules
- may be highly disciplined at times, and not at all on other occasions
- may be undecided about what to pursue
- may lack clear positive goals that they really want to achieve

## ↑ - Overvalue

- has clear sense of direction and strongly identifies with it
- focused on future objectives for positive self development and growth
- high level of energy, ambition and ego-drive
- has strong, clear mental image of self
- desires to advance career
- persistent and determined to achieve goals
- self-assured and confident
- tends to be conscientious, reliable and punctual
- may be stubborn and inflexible
- highly assertive - can assert their will and authority over others
- may come across as "it's my way or the highway"
- thinks highly of self and their adopted belief system
- has definite rules and moral code to live by
- strong in self organization and self discipline
- always looking ahead, optimistically
- envision brighter future
- may overemphasize reaching final destination, vs. enjoying the journey

## ↓ - Undervalue

- may lack a clear sense of direction
- lacks focus on how to best pursue future growth and development
- low level of energy, ambition and ego-drive, due to lack of clear target or goal
- lacks strong, clear mental image of self
- may not desire to advance career
- lacks persistence and determination to achieve goals
- may be too open-minded and flexible; may suffer from decidophobia
- can be easily influenced, molded or manipulated by others
- have difficulty asserting their will and authority over others
- may lack definite rules or a moral code to live by
- may lack self organization and discipline
- has difficulty envisioning brighter future
- may have vague or conflicting goals
- may be confused, impulsive, and have hard time following through
- may have difficulty keeping appointments or meeting schedules
- may have negative image of themselves, and feel directionless, lost or fearful

## Self Direction

# External Factors

5.5 - 6.9 Low | 7.0 - 8.5 Moderate | 8.5 - 10.0 High

## 0 - Balanced

- maintains open, supportive relationships
- demonstrates sincere, caring attitude
- understands others objectively
- listens to others objectively
- accurate judge of others' strengths and weaknesses
- has realistic expectations of others
- perceives others' needs and desires objectively
- does not over- or under-empathize
- has no fear of losing self in others
- combined with high clarity score, indicates high level of versatility easily adapting to different people
- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively toward others

## ↑ - Overvalue

- sensitive, warm and responsive
- prefers and enjoys personal relationships
- strong desire to be close
- good at building trust and personal rapport
- desires to please and help others
- listens to others well
- wants others to trust and like them
- may get over-involved with others
- may be too trusting, forgiving, or accommodating
- may overvalue others' strengths and overlook weaknesses
- may have overly positive image of others, or unrealistic expectations
- may give others too much power or control

## ↓ - Undervalue

- maintains a degree of emotional distance on a personal level
- prefers professional over social relationships
- less comfortable in being too close to others
- may misjudge others and their abilities
- may not listen well
- may lack sympathy and sensitivity
- has difficulty relating to others personally
- has difficulty perceiving others' needs, feelings and desires
- may be willing to use or manipulate others

## Empathetic Outlook

## 0 - Balanced

- objective understanding of the work process
- good at weighing pros and cons of a situation
- equal sensitivity to social sufficiency and deficiency
- views social and professional norms objectively
- good practical problem-solver
- objectively understands and communicates well with co-workers and clients
- works well with others in professional context
- resourceful and consistent work pattern
- maintains balance between doing and delegating
- maintains balance between listening and talking
- combined with high clarity score, indicates high level of versatility easily adapting to changing situations
- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively

## ↑ - Overvalue

- highly involved in work process
- enjoys social and professional involvement
- persistent and focused on task at hand
- tends to look on the brighter side of things - solution focus
- overvalues doing things right the first time
- may overvalue social status and/or professional norms
- tries to do things right the first time
- tends to ignore interruptions or disturbances
- tends to be a "doer" and a team player
- persuasive communication skills
- inspires trust and confidence in work context
- high responsiveness to fulfilling tasks or projects on time
- may be extroverted or tend to over-socialize
- tends to be a social conformist

## ↓ - Undervalue

- reluctant to fully engage in work process
- may be more of a delegator than a doer
- may be results-focused and lack process-orientation
- may have difficulty with persistence and staying focused on the task
- may hurry through, or be impatient with time it takes to complete tasks
- corrective: readily points out mistakes, deficiencies and omissions
- tends to be reactive vs. proactive
- may depreciate social status and/or professional norms
- may prefer to avoid social and professional involvement
- expects and allows interruptions or disturbances
- tends to look on the negative side of things - problem focus
- may struggle with implementing practical processes
- lacks persuasive communication skills
- may be introverted or tend to under-socialize
- may become frustrated or judgmental if demands are high
- social non-conformist

## Practical Thinking

## 0 - Balanced

- objective and open attitude toward authority
- understands need for laws, policies, rules and order
- respects the need for authority
- open, two-way communication with authority figures
- appreciates structure, planning and organization
- demonstrates genuine willingness to cooperate
- objectively evaluate ideas, plans and theories
- enforces own authority in a balanced way
- combined with a high clarity score, indicates a high level of versatility easily adapting to system and policy changes, plans, or new superiors
- coupled with a low clarity score, reflects lower versatility - may suddenly overreact positively or negatively to new superiors, plan or policy changes

## ↑ - Overvalue

- organization and systems-reliant
- enjoys and depends on structure and order
- identifies personally with the company and its brands
- will try to work up to or exceed performance standards
- tends to rely on external order
- compliant or submissive to established policies or authority
- will do things the company way or by the book
- may become rule-bound
- may have "blind faith" in their chosen system
- may put too much control in the hands of authority
- may be somewhat perfectionistic and results-demanding
- strictly enforces own authority
- may have difficulty taking initiative or thinking outside the box

## ↓ - Undervalue

- likely has an aversion to organization and systems
- tends to be an independent thinker
- lacks appreciation for structure and order
- may lack respect for authority, and be rebellious at times
- resistant to complying with established policies or authority
- willing to bend the rules
- may have a fear of authority figures
- may feel they have been treated unfairly by authority figures or the system
- often a maverick or free spirit
- may have difficulty enforcing their own authority
- may be a very creative, "outside the box" thinker

## Systems Judgment