

## **Dental Index™**

Sample Report

25 Mar 2013



## Welcome to YOUR Dental Index:

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** in your dental role is made up of your values of yourself and the world around you. In this dental profile we look specifically at your understanding and feelings about the world around you (Dental World View) and yourself (Dental Self View) from a dental professional perspective. Together this will show YOU insights into **WHY** you do the things you do in the dental profession, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in your dental career.

**DENTAL WORLD VIEW:** This measures how much you understand and how you feel about the external world around you from a dental perspective. Do you understand patients and co-workers, and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a dental professional? Do you understand the value of following dental procedures, rules and regulations, and do you rely heavily on them in your dental role?

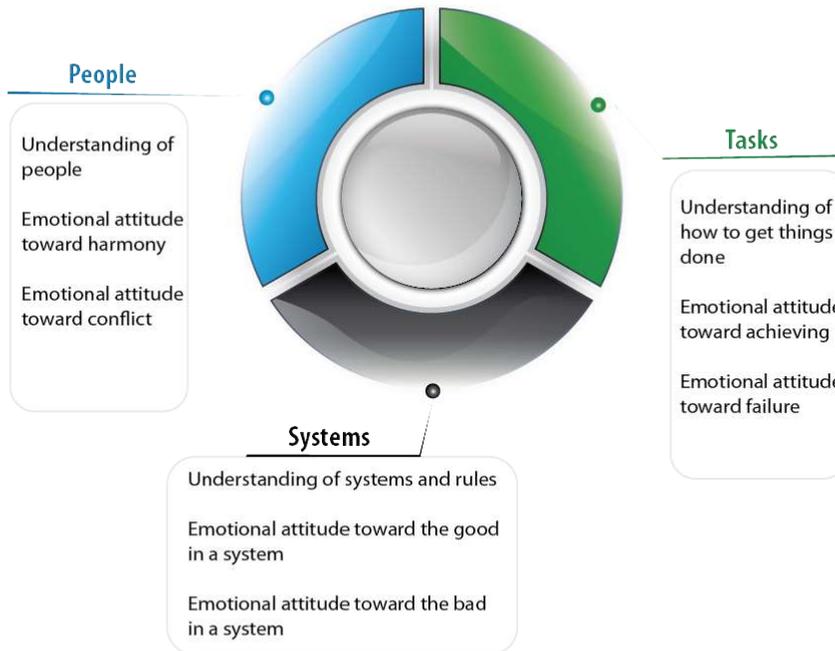
**DENTAL SELF VIEW:** This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your dental role and where you are going in your dental career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as a dental professional?

**COMBINED ATTRIBUTES:** These attributes are measured by combining your Dental World View and Dental Self View to get a complete picture of **YOU** from a dental professional perspective.

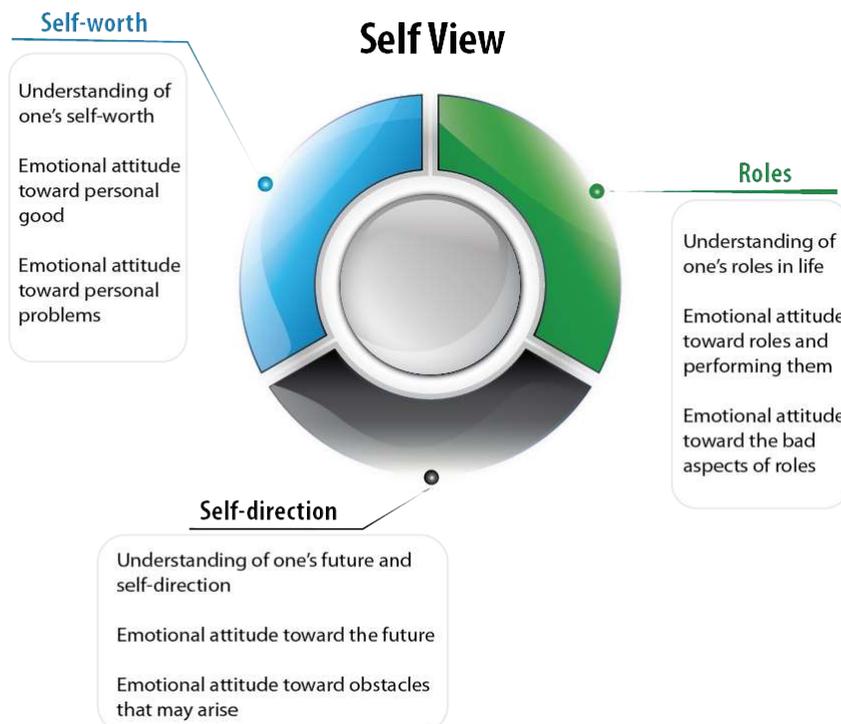


## 6 Cognitive Dimensions 12 Emotional Intelligence Factors

### World View



### Self View





Attribute	Reliability : 0.856 : 0.804	Score
<b>Dental World View</b>		
	1. Dental Judgment	7.6
	2. Emotional Control and Composure	6.6
People	3. Understanding Patients and Co-workers:	7.8
	4. Interpersonal Harmony:	Over-Valued
	5. Interpersonal Conflict:	Neutral
Tasks	6. Understanding Dental Procedures and Job Tasks:	6.8
	7. Attitude toward Treatment Success:	Neutral
	8. Attitude toward Dental Errors and Omissions:	Under-Valued
Systems	9. Understanding Dental Systems, Rules and Regulations:	8.2
	10. Attitude toward Dental System Benefits:	Under-Valued
	11. Attitude toward Dental Systems Problems:	Over-Valued

<b>Dental Self View</b>		
	12. Self-judgment	6.8
	13. Self-control	5.8
My Self	14. Intuitive Awareness of Self-worth in Dentistry:	6.4
	15. Attitude toward Personal Potential:	Under-Valued
	16. Attitude toward Personal Challenges:	Over-Valued
My Roles	17. Dental Role Engagement:	8.0
	18. Attitude toward Peak Performance:	Neutral
	19. Attitude toward Performance Problems:	Neutral
My Future	20. Dental Self-identity and Self-direction:	7.5
	21. Attitude toward Personal Growth in Dentistry:	Over-Valued
	22. Attitude toward Personal Regression:	Under-Valued



Attribute	Reliability : 0.856 : 0.804	Score
<b>COMBINED</b>		
23. Accountability for Others:		8.0
24. Concentration:		8.1
25. Conceptual Thinking:		7.6
26. Conflict Management:		7.7
27. Continuous Learning:		7.5
28. Customer Focus:		7.7
29. Decision Making Ability:		7.2
30. Developing Others:		7.5
31. Diplomacy and Tact:		8.1
32. Empathy toward Others:		7.9
33. Flexibility:		7.6
34. Goal Achievement:		7.6
35. Influencing Others:		7.2
36. Interpersonal Skills:		7.1
37. Intuition:		6.8
38. Leading Others:		8.2
39. Objective Listening:		8.0
40. Personal Accountability:		7.2
41. Planning and Organizing:		7.6
42. Practical Problem Solving Ability:		7.1
43. Resiliency:		8.6
44. Results Orientation:		7.7
45. Self-management:		7.8
46. Self-starting Ability:		6.8
47. Teamwork:		8.0



Attribute	Reliability : 0.856 : 0.804	Score
<b>ATTRIBUTE SCORES FROM HIGHEST TO LOWEST</b>		
Resiliency:		8.6
Leading Others:		8.2
Understanding Dental Systems, Rules and Regulations:		8.2
Concentration:		8.1
Diplomacy and Tact:		8.1
Accountability for Others:		8.0
Dental Role Engagement:		8.0
Objective Listening:		8.0
Teamwork:		8.0
Empathy toward Others:		7.9
Self-management:		7.8
Understanding Patients and Co-workers:		7.8
Conflict Management:		7.7
Customer Focus:		7.7
Results Orientation:		7.7
Conceptual Thinking:		7.6
Dental Judgment		7.6
Flexibility:		7.6
Goal Achievement:		7.6
Planning and Organizing:		7.6
Continuous Learning:		7.5
Dental Self-identity and Self-direction:		7.5
Developing Others:		7.5
Decision Making Ability:		7.2
Influencing Others:		7.2
Personal Accountability:		7.2
Interpersonal Skills:		7.1
Practical Problem Solving Ability:		7.1
Intuition:		6.8
Self-judgment		6.8
Self-starting Ability:		6.8
Understanding Dental Procedures and Job Tasks:		6.8



Attribute	Reliability : 0.856 : 0.804	Score
Emotional Control and Composure		6.6
Intuitive Awareness of Self-worth in Dentistry:		6.4
Self-control		5.8

## Dental World View



This measures how much you understand and how you feel about the external world around you from a dental perspective. Do you understand patients and co-workers, and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a dental professional? Do you understand the value of following dental procedures, rules and regulations, and do you rely heavily on them in your dental role?

### 1. Dental Judgment

How well do you understand the demands of your current dental job?



This is a general measure of your ability to identify and judge relative value in your dental job. It measures the mental judgment aspect of working and reflects how well you understand what working is about in all its detail. The score summarizes your clarity and understanding of the three primary dimensions of external work value:

1. Understanding Patients and Co-workers
2. Understanding Dental Procedures and Job Tasks
3. Understanding Dental Systems, Rules and Regulations

A **high score** indicates a clear and definite understanding of working in the dental world and how to best adapt to changing work demands and situations.

### 2. Emotional Control and Composure

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **moderate score** indicates that you have the capacity to analyze problem situations in an appropriate and rational manner most of the time, but you may have difficulty maintaining composure, or react emotionally to certain stressful situations. This is especially true when you are under deadlines, pressure, or when faced with something totally unexpected, like things not going as planned. You do not mind expressing your feelings or emotions on a regular basis. You tend not

to hold back what you feel needs to be said, and people generally know where they stand with you.

### 3. Understanding Patients and Co-workers:

How important to you are interpersonal relationships with patients and co-workers?



This score measures your understanding of others and your mental clarity regarding the importance of other people in your dental practice, especially patients, assistants and staff. It measures how you generally esteem and appreciate other people. Your clarity score expresses your judgment about how high or how low you place “relationship” values within the full spectrum of dental care values.

**High scores** reflect that you are capable of managing interpersonal relationships well and tend to be sensitive to and supportive of others within your influence horizon.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range** then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 4. Interpersonal Harmony:

How well do you generally get along with patients, co-workers, staff, and others?



This score is a measure of your attitude toward effective, harmonious relations with others. It shows your attitude and feelings toward the positive aspects of interacting with patients, their families, assistants and staff, as well as the benefit they can bring into your life.

An **over-valued** attitude shows that the good in others is over-valued, which means you tend to be empathetic, responsive and compassionate toward patients and co-workers, and are willing to go the extra mile for them. You do our best to ensure patient satisfaction, and likely have an attitude highly valuing cooperative collaboration, treating patients and staff with dignity and respect. You also care a great deal about establishing and maintaining an outstanding reputation. Due to the fact that you judge the good qualities of others as even better than they really are, your expectations of them may be too high, which could cause them to fall short, or have difficulty consistently fulfilling your expectations. You may also be so accommodating, that you allow others to take advantage of your good nature and your time.

## 5. Interpersonal Conflict:

How well do you handle shortcomings, disputes or misunderstandings when interacting with patients and co-workers?



This score measures your attitude toward interpersonal conflict and discord. It shows your attitude toward the negative aspects of interacting with patients and co-workers and the potential harm others are capable of doing.

A **neutral** attitude shows objectivity toward potential harm done by others, including failure to listen well and communicate clearly, lack of discipline, or harming a patient – even if in error. This score indicates you see and judge others' faults and shortcomings realistically and fairly. You are clearly aware that personal criticism and blame directed at others could be counter-productive, and you generally engage them in a fair and appropriate way that makes your point while preserving the relationship.

## 6. Understanding Dental Procedures and Job Tasks:

How clearly do you understand and value high quality equipment, routine procedures, and the cause and effect processes involved in dental treatment and patient care?



This dimension reveals your mental grasp of tangible, observable dental realities: actions, causal relations between efforts and results, social and professional responsibility, various procedures and dental care routines and how they all fit together in space and time in the context of an actual dental office.

**Moderate scores** indicate you know what to do and when to do it in any given dental, administrative or patient care situation you are responsible for, but you may occasionally take things for granted, overlook certain details, or get impatient with processes.

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## 7. Attitude toward Treatment Success:

Do you thrive in your professional dental setting?



This score reflects your attitude toward the benefits of practical dental tasks and

procedures, adaptability and treatment success. It shows how you relate to the good, constructive aspects of professional dental treatment and patient care norms. This is also about the degree of familiarity and involvement with diagnostics, routine dental procedures, patient treatment, and administrative detail.

A **neutral** attitude shows objectivity and fair judgment toward established dental procedures, protocol, quality technical equipment and norms, with high regard for completing tasks correctly. You are likely a professional who ensures co-workers or subordinates have clear direction and spot-check their progress in a balanced objective manner, empowering co-workers and subordinates and keeping them on track without micro-managing them.

### 8. Attitude toward Dental Errors and Omissions:

What is your response when procedures do not go as you would like?



This score reflects your attitude toward conflicts and problems often encountered in the course of dental practice. It shows how you relate to the negative, destructive aspects that often emerge during dental procedures or treatment.

An **under-valued** attitude shows you judge “bad” aspects as less bad than they really are, indicating an acceptance of dental care issues and problems; in your mind, sloppy procedures, errors and omissions, disregarding dental protocol, etc. are all a routine part of dental care and practice, or office procedures, and are to be accepted as such.

### 9. Understanding Dental Systems, Rules and Regulations:

How well do you understand established systems and organization in your dental work context?



This dimension is about “what’s what” in the world of dentistry in terms of managing a dental business and how a dental practice is organized through scheduling, pricing, billing, laws, rules, authoritative knowledge and correct diagnosis, as well as government and insurance regulations. It involves all elements establishing definition, structure, and order.

**High scores** reflect conscientiousness and clear understanding of established rules, standards and policies in the field of dentistry, as well as productive relations with authority figures, such as dentists, team leaders or office managers, insurance companies and others who may be in a peer or higher-level position than you are.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score

above (with the 10 point scale). If the number **above is in the high range** then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

## 10. Attitude toward Dental System Benefits:

How respectful are you toward established dental standards, office policies and authority?



This score measures your attitude toward the benefits of good dental care in a society governed by laws and well-defined effective, established norms, standards and policies for dental treatment.

An **under-valued** attitude shows an undervaluation of the beneficial aspects of established regulatory dental standards and systems, making them less good than they really are – ignoring them or taking them for granted.

You may feel resistance to or disdain for the dental red tape and administrative detail you have to deal with (including office politics), or complying with your superiors, because your major focus is on helping patients or performing your work. You may also be an independent thinker or maverick who is willing to bend or break the rules if it serves a practical purpose, or to help a patient; for example, dropping prices or allowing them to make payments over time.

## 11. Attitude toward Dental Systems Problems:

To what extent do you accept or reject resistance to systems and standards in dental care?



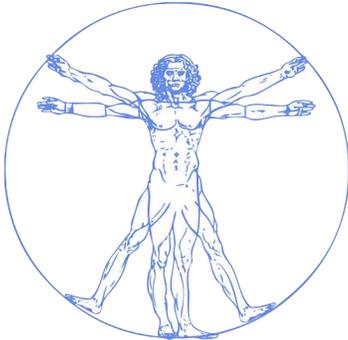
This score measures your attitude toward disorganization, dishonesty, deficiencies, and errors in dental systems.

An **over-valued** attitude toward the “bad” or deficient aspects in dental systems reflects that you magnify them as worse than they really are. You will tend to point out any deficiencies or problems you see in dental policies, authority figures and insurance regulations as they affect patients, your work responsibilities or the dental office. You may be corrective or critical of co-workers, team leaders and office managers, as well as dentists who “cheat”, break the rules, are dishonest in any way, allow too many gaps in the appointment schedule, or make diagnostic errors; as well as authority figures, or dental insurers who may not live up to reasonable expectations. You do this because you know this can lead to inappropriate actions or adverse consequences, such as patient dissatisfaction, insufficient cash flow, and loss of reputation. You are a dental professional who wants to avoid giving or getting misleading information, and you do your best to follow up on any systems problems



that may occur in responsibilities you or your co-workers have, to ensure effectiveness and efficiency.

## Dental Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your dental role and where you are going in your dental career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as a dental professional?

## 12. Self-judgment

How clearly do you understand your work-self in terms of being, doing and thinking?



This is a summary score of your clarity regarding the three primary dimensions of total self-understanding:

1. Intuitive Awareness of Self-worth in Dentistry
2. Dental Role Engagement
3. Dental Self-identity and Self-direction

A **moderate score** indicates you have reached a relatively clear level of self-understanding and appreciation, which is generally better developed in two areas as opposed to all three self dimensions.

## 13. Self-control

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handling the challenges of everyday dental work-life. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **moderate score** indicates your capacity to handle, and respond to, job or career stresses/challenges well most of the time, but on occasion, you may react emotionally, showing frustration or irritability.

## 14. Intuitive Awareness of Self-worth in Dentistry:

How well do you understand the value you bring to dentistry as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve in the field of dentistry.

**Moderate scores** indicate a relatively clear awareness of your unique individual self (who you are), but you may have a stronger focus on what you can do or achieve in life or in your role in dentistry, versus taking time out to just enjoy “being” yourself. You have moderate faith in yourself and you generally try to do the best that you can. You may still be exploring your strengths and talents, and how to best apply them in the dental world.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range** then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

## 15. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better as a dental professional through accessing and drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in your dental career and bring it into reality. It is a measure of the quality of your internal motivation.

An **under-valued** attitude indicates you agree you have a lot of undeveloped potential within and you desire to make it real and actual.

This attitude indicates varying levels of dissatisfaction with yourself; you judge yourself as not being as conscientious as you could be; you have to work hard at it, and you may feel varying levels of discomfort in certain dental contexts or situations. You may feel you don’t communicate as well or as clearly as you could, or that your dental work brings out the best in you; however, this tends to fuel your internal motivation to improve and become a better dental care provider or dental office professional.

## 16. Attitude toward Personal Challenges:

What is your attitude concerning personal challenges?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in your dental career.

An **over-valued** attitude indicates that you agree that you currently have some personal problems (e.g. you may feel restricted from developing other areas of your life (aside from work), you may feel overwhelmed or depressed by everything that is expected of you, or your life may lack discipline and purpose, etc.). However, you strongly desire to overcome these problems.

### 17. Dental Role Engagement:

Do you feel your talents are being fully utilized within the demands of your dental position?



This score measures your ability to achieve and maintain the harmonious integration of your personal and dental roles. This score indicates the degree to which you are getting personal fulfillment from your dental provider or dental office role as well as your identification with your various roles in life.

**High scores** reflect you love what you do for a living; you identify strongly with your personal and professional dental roles, and you are experiencing little, if any role conflict. You tend to fully engage yourself in your roles and try to be fully present to your various role responsibilities; this indicates you are also highly success oriented.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range** then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 18. Attitude toward Peak Performance:

How well do you believe you can excel in the dental field?



This score reflects your attitude toward dental role success, and the degree to which you enjoy your dental role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

A **neutral** attitude indicates an objective, balanced view of your dental role, and a clear understanding of why you are engaged in your current position. You have a

realistic attitude toward role involvement and success, and you tend to see the pros and cons of your job equally well. You believe that clearly defined goals and plans help improve your work efficiency, and you enjoy working in the field of dentistry.

### 19. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong?



This score reflects your attitude toward problems in your job performance, work ethic, professional commitment, preparedness and engaged participation.

A **neutral** attitude indicates you have an objective, realistic view of potential or actual problems that are inherent in your dental role, such as poor working conditions, lack of organization, or an overwhelming workload, but you are doing your best to keep those problems under control. This may also mean you are somewhat resigned to your current situation or position.

### 20. Dental Self-identity and Self-direction:

How clear are you about your future career in dentistry – do you have definite goals?



This score measures the clarity of your self-identity in terms of where you are going in the future. This score is about the definition of your “comfort zone” and personal dedication and commitment to your dental career, as well as your understanding of the mental planning and discipline necessary to best organize your life and prepare for the future.

**High scores** indicate you have a clear, strong and mature self concept in terms of what you do in life, as well as definite plans for your future. You understand productive work principles and you have clear performance goals, as well as the discipline to reach your targeted destination in your dental career.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range** then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 21. Attitude toward Personal Growth in Dentistry:

What is the quality of your mental self image and how do you project yourself into the future?



This score reflects your attitude about your positive goals and aspirations, and your

dental career goals for the future.

An **over-valued** attitude indicates you have a high level of drive, ambition and discipline, you strive to do what is right and you continuously try to learn and achieve more.

You are clear about your dental goals, with definite future plans in mind. You also demonstrate a passion for increasing your knowledge to stay on the cutting edge of dentistry, and your consistent efforts, clear sense of self direction, and strong self-discipline virtually guarantee you will achieve your future goals. It is your persistent drive together with your mental tenacity and resilience that results in your high level of accomplishment. You are personally dedicated to fulfilling your duties and obligations. However, if your clarity score is much lower in Dental Self-identity and Self-direction, this can also indicate that you are so results-oriented, that you may not pay sufficient attention to the details of the process necessary to get the results you want.

## 22. Attitude toward Personal Regression:

How do you handle personal regression and potential failures?

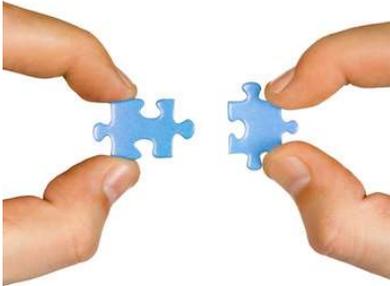


This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your dental career.

An **under-valued** attitude indicates you have no fears about the future, and you believe that you are generally quite successful in your dental career.

You feel very clear about where your career is going, and you certainly know where you don't want to be. You see few if any obstacles or barriers to your on-going success in dentistry. You think clearly and tend to be full speed ahead, with well-defined plans. Your performance is consistent and disciplined, and you make very few mistakes. You generally manage politics, as well as dental rules and regulatory demands very well, and have few if any problems with discipline and compliance. Your expectations tend to be realistic and achievable, which gives you a high level of optimism with respect to your self-direction.

## Combined View



These attributes are measured by combining your Dental World View and Dental Self View to get a complete picture of YOU from a dental professional perspective.

### 23. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a person will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance.

A **high score** indicates you are accountable for others in virtually all circumstances, without trying to make excuses. You do not lay the blame on other people publicly. You accept the consequences of the actions of people you are responsible for.

### 24. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **high score** indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

### 25. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to

identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

## 26. Conflict Management:

How well do you manage conflict?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **high score** indicates you are very sensitive to conflicts, and utilize integrity and diplomacy to achieve a work group that functions together harmoniously as a team, although each individual may have differing perspectives. You tend to promote collaboration versus competition by destroying the "I-you" or "we-they" barrier, with a focus on teamwork. This includes resolving conflict in a constructive way that insures the parties can work together in a positive atmosphere of openness, trust and mutual respect.

## 27. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

## 28. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **high score** indicates you are highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

### 29. Decision Making Ability:

How well do you make decisions on the job?



This score measures the ability to make consistently sound, accurate, and timely decisions in your dental role.

A **high score** indicates that you can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to work "smarter" and respond better to the needs of your customers, teammates and managers.

### 30. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A **high score** indicates you have insight into what each member of your team needs for improvement. You evaluate these needs relative to the norm of "better performance", and do your best to initiate and facilitate each individual's professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

### 31. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **high score** indicates you have developed a keen sense of what to do or say in difficult or

delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

### 32. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people, with genuine sensitivity to their needs and desires; putting yourself in their shoes. You are perceived as being a caring person who is concerned about taking care of the people. At times, you may even put a person's needs ahead of getting things done or the established rules of the organization.

### 33. Flexibility:

How adaptable are you in your dental role?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **high score** indicates you are not rigid or stubborn in your thinking or approach to life. You are open-minded, with a willingness to compromise and entertain new thoughts, ideas, and ways of doing things. This means you have developed a high level of versatility and adapt well to change.

### 34. Goal Achievement:

How well do you focus on achieving your dental work goals?



This score measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or

interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

### 35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another's feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **high score** indicates you demonstrate sensitivity and intuition in understanding the views, concerns, and potential objections, or defenses of others. You then respond to them effectively, while using the right tone and language, to positively influence their minds, or opinions.

### 36. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

### 37. Intuition:

How well can you "feel into the situation" and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **moderate** score indicates that you make good intuitive decisions at times, while on other occasions, you may require more information, guidance or direction.

### 38. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A **high score** indicates you are highly developed in leadership. You have self-confidence, and are able to project a clear mission, purpose, and vision to others. You have developed a genuine understanding for others, and enjoy guiding and influencing them toward common goals and organizational objectives.

### 39. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **high score** indicates you have the capacity to realistically evaluate what you hear, because you tend to be open-minded, can suspend your own judgment, and genuinely care about others' opinions. You likely pay attention to people's body language, tone, and content. You also have present moment awareness in conversations, rather than thinking about the work you have to do or another agenda.

### 40. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **high score** indicates you will take personal responsibility for successes as well as failures, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

#### 41. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly “see into the future” as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals to fulfill your vision for your work life success.

#### 42. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A **high score** indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

#### 43. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

#### 44. Results Orientation:

How focused on results are you in dentistry?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results much more important than the process or people necessary to achieve it.

#### 45. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **high score** indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your dental role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

#### 46. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have internal motivation and the drive to get to work.

A **moderate score** indicates you generally demonstrate a strong sense of internal motivation and drive. Much of the time, you will take the personal initiative necessary to start a project, as opposed to having someone else directing or telling you what to do. However, if your goals or future plans change or become less clear, you may develop a lower sense of urgency, because you do not have a clear target in mind.

#### 47. Teamwork:

Are you focused on all aspects of teamwork as a team player?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader at times, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe "together, we can achieve more."



Report Notes: