

Healthcare Index™

Sample Report

25 Mar 2013



Welcome to YOUR Healthcare Index:

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

HEALTHCARE WORLD VIEW: This measures how much you understand and how you feel about the external world around you from a healthcare 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 healthcare professional? Do you understand the value of following healthcare procedures, rules and regulations, and do you rely heavily on them in your healthcare role?

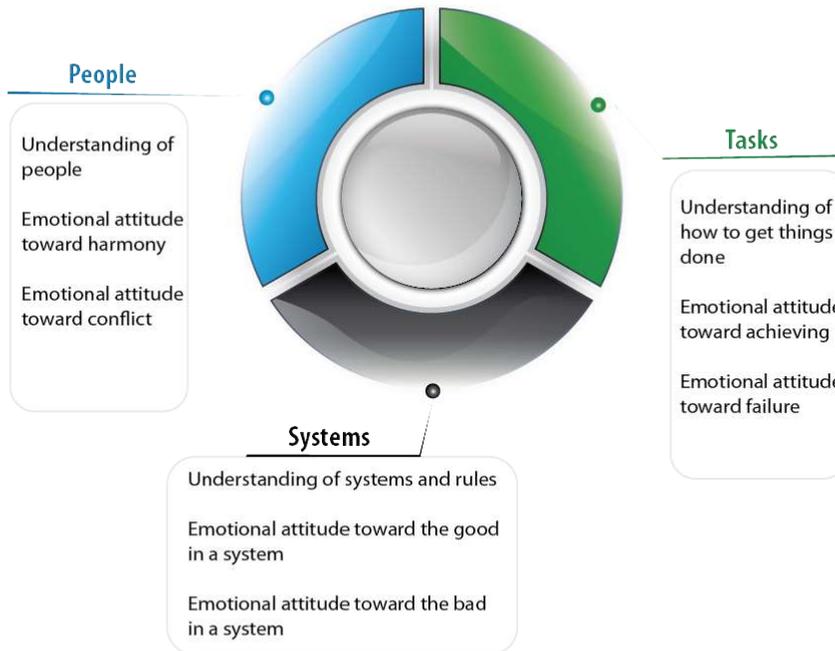
HEALTHCARE SELF VIEW: This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your healthcare role and where you are going in your healthcare career? How do you feel about your potential to grow and develop, your current role 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 healthcare professional?

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

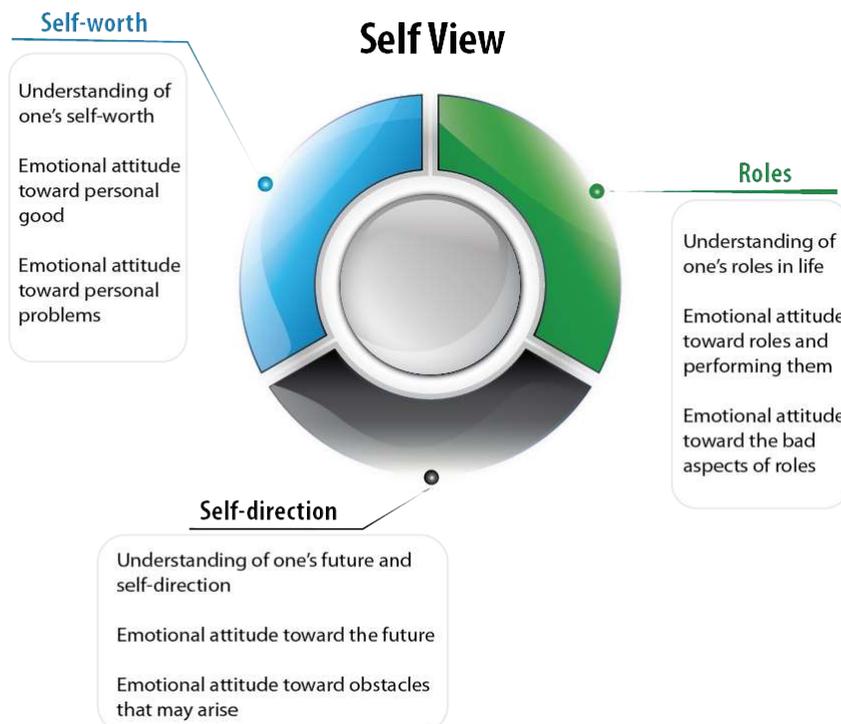


6 Cognitive Dimensions 12 Emotional Intelligence Factors

World View



Self View





| Attribute | | Reliability : 0.906 : 0.926 | Score |
|------------------------------|---|-----------------------------|--------------|
| HEALTHCARE WORLD VIEW | | | |
| People | 1. Emotional Control and Composure | | 7.4 |
| | 2. Understanding Patients and Co-workers: | | 8.8 |
| | 3. Interpersonal Harmony: | | Over-Valued |
| | 4. Interpersonal Conflict: | | Over-Valued |
| Tasks | 5. Understanding Medical Procedures and Job Tasks: | | 7.2 |
| | 6. Attitude toward Medical Treatment/Care Success: | | Under-Valued |
| | 7. Attitude toward Medical Treatment/Care Failure: | | Neutral |
| Systems | 8. Understanding Healthcare Systems, Rules and Regulations: | | 7.6 |
| | 9. Attitude toward Healthcare System Benefits: | | Neutral |
| | 10. Attitude toward Healthcare System Problems: | | Under-Valued |

| | | | |
|------------------|--|--|--------------|
| SELF VIEW | | | |
| My Self | 11. Self-control | | 7.9 |
| | 12. Intuitive Awareness of Self-worth in Healthcare: | | 8.2 |
| | 13. Attitude toward Personal Potential: | | Under-Valued |
| My Roles | 14. Attitude toward Personal Problems: | | Over-Valued |
| | 15. Healthcare Role Engagement: | | 9.2 |
| | 16. Attitude toward Peak Performance: | | Over-Valued |
| | 17. Attitude toward Performance Problems: | | Over-Valued |
| My Future | 18. Healthcare Identity and Self-direction: | | 7.8 |
| | 19. Attitude toward Personal Growth in Healthcare: | | Over-Valued |
| | 20. Attitude toward Personal Setbacks: | | Under-Valued |



| Attribute | Reliability : 0.906 : 0.926 | Score |
|--|-----------------------------|-------|
| COMBINED | | |
| 21. Accountability for Others: | | 9.6 |
| 22. Concentration: | | 8.4 |
| 23. Conceptual Thinking: | | 7.7 |
| 24. Conflict Management: | | 8.8 |
| 25. Continuous Learning: | | 7.7 |
| 26. Customer Focus: | | 8.5 |
| 27. Decision Making Ability: | | 8.1 |
| 28. Developing Others: | | 8.1 |
| 29. Diplomacy and Tact: | | 8.3 |
| 30. Empathy toward Others: | | 8.9 |
| 31. Flexibility: | | 8.0 |
| 32. Goal Achievement: | | 8.0 |
| 33. Influencing Others: | | 8.0 |
| 34. Interpersonal Skills: | | 7.9 |
| 35. Intuition: | | 8.2 |
| 36. Leading Others: | | 8.6 |
| 37. Objective Listening: | | 8.8 |
| 38. Personal Accountability: | | 8.4 |
| 39. Planning and Organizing: | | 7.7 |
| 40. Practical Problem Solving Ability: | | 7.0 |
| 41. Resiliency: | | 8.6 |
| 42. Results Orientation: | | 7.5 |
| 43. Self-management: | | 8.7 |
| 44. Self-starting Ability: | | 7.9 |
| 45. Teamwork: | | 8.6 |



| Attribute | Reliability : 0.906 : 0.926 | Score |
|--|-----------------------------|-------|
| ATTRIBUTE SCORES FROM HIGHEST TO LOWEST | | |
| Accountability for Others: | | 9.6 |
| Healthcare Role Engagement: | | 9.2 |
| Empathy toward Others: | | 8.9 |
| Conflict Management: | | 8.8 |
| Objective Listening: | | 8.8 |
| Understanding Patients and Co-workers: | | 8.8 |
| Self-management: | | 8.7 |
| Leading Others: | | 8.6 |
| Resiliency: | | 8.6 |
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| Intuitive Awareness of Self-worth in Healthcare: | | 8.2 |
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| Understanding Healthcare Systems, Rules and Regulations: | | 7.6 |
| Results Orientation: | | 7.5 |
| Understanding Medical Procedures and Job Tasks: | | 7.2 |
| Practical Problem Solving Ability: | | 7.0 |

HEALTHCARE WORLD VIEW



This measures how much you understand and how you feel about the external world around you from a healthcare 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 healthcare professional? Do you understand the value of following healthcare procedures, rules and regulations, and do you rely heavily on them in your healthcare role?

1. 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 **high score** indicates a balanced attitude and the tendency to cope well and stay calm, cool and collected, even when faced with stressful situations. This indicates you generally do not show frustration or allow your personal feelings to unduly influence you when resisted or blocked, and are not knocked off balance by the unexpected. As your score approaches high levels, you have likely developed the tendency to repress some of your feelings, and do not vent or express them consistently.

2. 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 healthcare role, especially patients and co-workers. 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 healthcare 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.

3. Interpersonal Harmony:

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



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

An **over-valued** attitude shows that the good in others is overvalued, 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 likely have an attitude highly valuing cooperative collaboration, treating patients and staff with dignity and respect, and you admire and respect colleagues who are intelligent and effective. Your expectations of others may be too high, which could cause them to fall short, or you may be so accommodating, that you allow others to take advantage of your good nature and your time.

4. Interpersonal Conflict:

How well do you handle shortcomings, disputes or mistakes made when interacting with patients & co-workers?



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

An **over-valued** attitude reflects that you tend to magnify deficiencies and faults in others, making them worse than they really are, including lack of discipline, harming a patient – even if in error, failing to do what they promised, failing to follow procedures or protocol, or misusing their power or authority. You think it is appropriate to hold others accountable, especially if there is good reason.

This attitude is indicative of a caregiver who will directly address potential and actual interpersonal conflict and disputes, but in a sensitive way, because blaming, criticizing, or punishing others for errors and omissions tends to be counter-productive.

5. Understanding Medical Procedures and Job Tasks:

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



This dimension reveals your mental grasp of tangible, observable medical realities: actions, causal relations between efforts and results, social and professional responsibility, various procedures and healthcare routines and how they all fit together in space and time in actual medical need situations.

High scores indicate you know what to do and when to do it in any given medical or patient care situation you are responsible for.

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6. Attitude toward Medical Treatment/Care Success:

Do you thrive in your professional healthcare setting?



This score reflects your attitude toward the benefits of practical healthcare actions, adaptability and treatment success. It shows how you relate to the good, constructive aspects of professional medical and healthcare norms. This is also about the degree of familiarity and involvement with diagnostics, routine medical procedures and patient treatment.

An **under-valued** attitude reflects varying degrees of passive engagement or emotional distance from medical or health care procedures, which could restrict you from fully embracing patient treatment and care with compassion. You may have a stronger focus on saving and improving the quality of patients' lives or you may be results-oriented vs. process-oriented, which makes it difficult for you to actively engage and practically perform or manage the process of healthcare dynamics.

You may take the good aspects of effective patient care management for granted, or you may feel impatient with others due to their lack of skill, experience, accuracy or speed.

7. Attitude toward Medical Treatment/Care Failure:

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



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

A **neutral** attitude shows realism and objectivity with regard to inefficient, destructive and/or non-productive aspects of patient care management. You generally cope well when something goes wrong, handling problem situations as they arise, and you try to prevent them from re-occurring.

8. Understanding Healthcare Systems, Rules and Regulations:

How well do you understand medical and healthcare regulatory requirements?



This dimension is about “what’s what” in the world of healthcare in terms of language & knowledge and how healthcare and medical care is organized through laws, rules, authoritative knowledge, and government regulations. It involves standards, principles, organization, policies, rules, and all elements establishing definition, structure, and order.

High scores reflect conscientiousness and clear understanding of rules, standards and proper planning in the healthcare field, as well as productive relations with authority figures, such as doctors, hospital senior management, healthcare regulators, insurance companies and others who may be in a peer or higher-level position than you are.

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9. Attitude toward Healthcare System Benefits:

How respectful are you toward rules and regulatory authority set for healthcare professionals?



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

A **neutral** attitude toward the beneficial aspects of healthcare systems shows realism and objectivity toward the “good” or beneficial aspects of rules and medical regulations. You are willing to comply with (and enforce) rules, regulations and

policies you think work well, but you also take a stand if you believe something in the system is wrong or dysfunctional, and are willing to bend the rules if it serves a practical purpose, or contributes to saving a life.

10. Attitude toward Healthcare System Problems:

To what extent do you accept or reject going against the healthcare system?

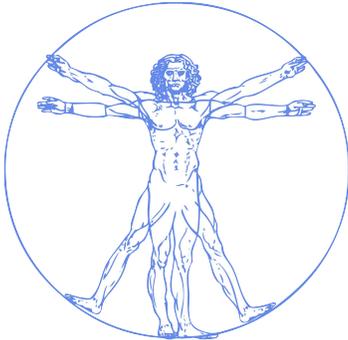


This score measures your attitude toward disorganization, deficiencies, and errors in healthcare/hospital systems and planning.

An **under-valued** attitude toward the deficient or destructive aspects of systems, rules, and authority indicate you make them less bad than they objectively are, indicating a tolerance or lack of focus on systems or regulatory deficiencies, mistakes, inefficient delegation and misinformation.

You may be unconcerned about, or lack focus on, the potential systemic errors of others or regulatory systems deficiencies. You may also believe you are promoting out-of-the-box thinking by not complying with or requiring others to adhere to established policies or regulations that seem wrong or stupid to you, so you may intentionally ignore or overrule them. This may include things like providing necessary medical care to a patient who should have been turned away according to established regulations.

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 healthcare role and where you are going in your healthcare 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 healthcare professional?

11. 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 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 **high score** indicates you are able to maintain self-control when facing personal problems or issues in your work role. You do not tend to show frustration or irritability even when you are not happy with the situation.

12. Intuitive Awareness of Self-worth in Healthcare:

How well do you understand the value you bring to healthcare 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 healthcare field.

High scores reflect a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith in yourself and your healthcare provider potential, and understand your strengths & weaknesses very well. You enjoy just being yourself and feel your life has definite purpose, which makes you excited about your life in general.

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13. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better as a healthcare 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 healthcare 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 is just a slight tendency, but it still implies that you have a high level of internal motivation to learn, do and achieve more.

14. Attitude toward Personal Problems:

What is your attitude concerning personal problems?



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

An **over-valued** attitude reflects you feel 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 you don't communicate well with others, you may feel overwhelmed or depressed by everything that is expected of you, or your life may lack purpose and joy, etc.). However, you strongly desire to overcome these problems.

Any obstacles or problems you may face are likely temporary or situational, and you should have no difficulty resolving them.

15. Healthcare Role Engagement:

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



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

life.

High scores reflect that you love what you do for a living and identify strongly with your personal and professional healthcare roles, and you are not experiencing 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.

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16. Attitude toward Peak Performance:

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



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

An **over-valued** attitude indicates that you get a strong sense of personal satisfaction and achievement from your healthcare role, and you welcome the opportunities and challenges you are presented with. You know you are competent, and you love working in the field of healthcare. You are generally a high achiever who sees no problems in your role. You feel your job utilizes your talents well, and you choose to be accountable for your actions.

17. 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.

An **over-valued** attitude indicates that you feel there are some problems at work (or in your leadership role) which may include poor working conditions, negative executives or administrators, an overwhelming workload, or too many details to handle with quality.

This is only a slight tendency and any problems you are currently experiencing are likely temporary or situational, and you should be able to resolve them.

18. Healthcare Identity and Self-direction:

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



This score measures 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 healthcare career, and 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 health care career.

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19. Attitude toward Personal Growth in Healthcare:

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 healthcare 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 healthcare goals, with definite future plans in mind. You also demonstrate a passion for increasing your knowledge to stay on the cutting edge of healthcare, 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 highly dedicated to fulfilling your duties and obligations. However, if your clarity score is much lower in Healthcare 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.

20. Attitude toward Personal Setbacks:

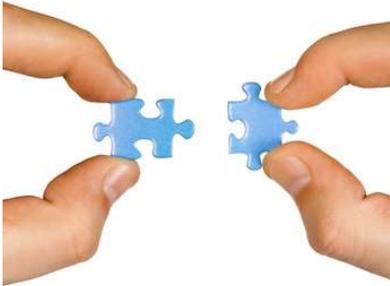
How do you handle personal setbacks and potential work life failures?



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

An **under-valued** attitude indicates you are not focused on potential issues and setbacks that may arise in your healthcare role and have few fears about the future. You feel very clear about where you are going, and you certainly know where you do not want to be. You see very few, if any obstacles or barriers to your career success. You think clearly and tend to be full speed ahead, with well-defined plans for your future. Your performance is consistent and disciplined, and you make very few mistakes. You manage your workload well, have realistic expectations and feel a strong sense of purpose in everything you do. This gives you a high level of optimism with respect to your self-direction.

Combined View



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

21. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a leader 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. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team or organization.

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. As a leader, you accept the consequences of your team’s actions head-on because you understand that you provide the vision and direction. Ultimately, the responsibility for results is yours.

22. 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.

23. 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.

24. Conflict Management:

How well do you manage conflict as a leader?



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.

25. 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.

26. 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 a leader who is 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.

27. Decision Making Ability:

How well do you make decisions as a leader?



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

A **high score** indicates that you are a leader who can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to have a dynamic organization that can respond better to the needs of your customers, innovation and market changes.

28. 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.

29. 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.

30. 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 a caring leader who is concerned about taking care of the people in the organization. At times, you may even put a person's needs ahead of getting things done or the established rules of the organization.

31. Flexibility:

How adaptable are you as a leader?



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.

32. Goal Achievement:

How well do you focus on achieving your leadership 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.

33. 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.

34. 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.

35. 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 **high** score indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

36. 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 as a leader. You identify with your leadership role, 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.

37. Objective Listening:

Are you 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.

38. 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.

39. 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 and organizational policies and procedures to fulfill your vision for the business.

40. 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.

41. 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.

42. Results Orientation:

How focused on results are you as a leader?



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.

43. 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 leadership 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.

44. 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 **high score** indicates you feel compelled to “get started now” in working toward your immediate goal or, in general, towards your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you also have the ability to lead others; you are the one who gets the mission off the ground and keeps it going forward.

45. Teamwork:

Are you focused on all aspects of teamwork as a leader?



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 part of a team and demonstrate a willingness to do your part, be the leader at times, as well as being supportive, a contributor and helpful to other team members to achieve results. You believe “together, we can achieve more.”



Goals and Objectives: