



Executive Achiever

Joe Applicant

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Report Type: Executive/President



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This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Section I	Aptitudes and Personality Assessment
Section II	Management competencies associated with leadership, planning and implementation
Section III	Personal knowledge of leadership techniques
Section IV	Suggested behavioral interview questions
Section V	Personal Development Plan

Mental Aptitudes



The Achiever Performance Assessment correlates six cognitive learning skills to create a comprehensive, multi-faceted profile for your candidate or employee to better assist you in determining job fit, training and development needs, and leadership ability with a better coaching tool to improve performance.

Mental Acuity

6-9



- How an Individual Learns
- Learning Speed
- Ability to Critically Think and Solve Problems

Mr. Applicant is high in Mental Acuity, indicating he is a fast thinker with an above-average critical thinking ability. Reasoning skills are good and he should have a good ability to make responsible decisions and solve challenging problems within a short period of time.

7
Fit

Business Terms

5-8



- Understanding of Business Language
- Evidence of Business Experience

Joe has an above-average understanding of business terminology, indicating he has had some exposure to business matters either on the job or in a business class.

7
Fit

Memory Recall

5-8



- Knowledge of Current Events
- Observation Skills
- Retention of Information

Mr. Applicant is very interested in events happening in the world around him and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to his job.

7
Fit

Vocabulary

5-8



- Ability to Communicate Orally/Written
- Effectively Convey Thoughts and Ideas

Mr. Applicant's language skills are above average, enabling him to communicate effectively. He is capable of highly complex interchanges and will exhibit confidence in his ability to interact with others.

7
Fit

Numerical Perception

7-9



- Visual Acuity Dealing with Numbers and Symbols
- Skill with Detail Work

Joe's average Numerical Perception score means that he can handle some detail work, but the work should be checked for errors. Poor vision, tension, or carelessness may affect the Perception score.

4

Mechanical Interest



- Desire to Understand How Things Work
- Willingness to Learn Technical Language
- Skill Operating Equipment

Joe shows little interest in machines and may prefer not to work with mechanical equipment. Please note that this mental aptitude measures interest, not mechanical ability.

3

Performance Scales



Performance Scales are the values and behaviors that are consistent with successful on job performance in the specific job being assessed. These key values and behaviors not only determine job fit, but also identify areas of need for training, development and coaching to engage employees more effectively for better overall job performance.

Energy

5-7



- Energy Level
- Level of Internalized Tension
- Physical Activity

Mr. Applicant is an energetic individual who approaches work in a vigorous manner. Because of his high drive level, he will tackle projects energetically, but could become less productive and lose his ability to concentrate if tension mounts to an extreme level.

3

Flexibility

4-7



- Adherence to Precedent, Rules, and Policies
- Adaptability to Change
- Reliability and Consistency

Joe is an ethical individual with a good sense of integrity, but is also flexible, creative, adaptable to change and able to handle multiple demands and assignments. He will stick to the "tried and true" on certain occasions, but can also be inventive and generate new ways of utilizing current applications of products or services. He remains focused on his goals, committed to quality and interested in providing good service to customers, but is innovative enough to look for new techniques which could advance the company in the marketplace.

5

Fit

Organization

4-6



- Planning and Organizational Habits
- Time Management
- Ability to Multi-task

Even though Mr. Applicant understands the importance of good organizational habits, he is also a good improviser who can adapt his schedule to unforeseen contingencies. He is usually focused on deadlines and strives to make good use of the time and resources he has available to him to reach organizational goals, but may occasionally lose sight of priorities.

4

Fit

Communication

4-6



- Need for Social Interaction
- Ability to Focus on Listening
- Communication Style

Joe enjoys working with people and is a very open, sharing collaborator. He easily and comfortably articulates his own feelings, ideas and knowledge to others. He would not be happy in an environment where he has no opportunity to interact with others.

6
Fit

Emotional Development

4-6



- Sense of Urgency
- Ability to Adjust to Emotional Stress
- Level of Self-esteem

Mr. Applicant feels a strong sense of urgency concerning what he wants to see accomplished. However, he may expect more from himself and others than is possible and become impatient when things do not happen as quickly as he desires. It should be noted that these traits will normally diminish as individuals advance in age.

3

Assertiveness

5-7



- Desire for Authority and Control
- Decision Making Style
- Attitude Towards Confrontation

Joe is not highly assertive, but will usually express his opinions when asked. He will attempt to influence and direct others on issues which are important to him, but will just as easily give in and relinquish control to avoid a confrontation if the issue does not have any personal meaning to him.

4

Competitiveness

5-7



- Need for Individual Achievement
- Team Compatibility
- Response to Incentives

Mr. Applicant is a team player with a sense of competitiveness, but he encourages synergism. He is able to envision the whole project when working, not just the part he is playing. He has a competitive spirit, but will encourage and work towards goals which are team-oriented. Although he wants to excel, he may be reluctant to compete just to achieve his own goals and desires.

5
Fit

Mental Toughness

5-8



- Attitude Towards Criticism
- Level of Empathy
- Stamina and Endurance Levels

Joe is a very sensitive person who is concerned about the needs of others. He prefers working in a comfortable environment free from criticism, rejection, etc. Criticism can hurt his feelings and he may allow emotions to take over when making good business decisions.

2

Question/Probing

5-8



- Willingness to Ask Questions
- Degree of Shrewdness
- Level of Trust in Others

Joe is basically trusting, but not gullible. Although he tends to accept most information, instructions and directives at face value, he will do a moderate amount of probing to better understand a situation.

4

Motivation

5-8



- Motivated by Security vs. Recognition
- Willingness to Take Risks
- Desire for Change

Joe needs some job security, but can be motivated by recognition for his achievements when the rewards are sufficient. Even though he will be willing to put in occasional extra hours and effort to complete a project, job security is still the primary incentive. He will, however, usually respond to the promise of a raise, bonus, incentive or reward for improved performance.

6
Fit

Validity

Distortion

1-6



- Willingness to be Candid About Strengths and Weaknesses
- Desire for Social Conformity

Mr. Applicant is a secure person who is not afraid to admit his weaknesses. He is also good at assessing his strengths. He tends to be open and frank.

3
Fit

Equivocation

1-6



- Ability to Follow Instructions
- Indicates the Ability to Commit to an Opinion or Viewpoint

He has scored within our acceptable equivocation range.

5
Fit



Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.



Mental Acuity	Slow To Learn						6	7	8	9	Fast to Learn
Business Terms	Uninformed					5	6	7	8		Knowledgeable
Memory Recall	Unaware					5	6	7	8		Aware
Vocabulary	Limited					5	6	7	8		Strong
Numerical Perception	Imprecise				4			7	8	9	Accurate
Mechanical Interest	Indifferent			3							Interested

Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.



Energy	Restless			3		5	6	7			Calm
Flexibility	Flexible				4	5	6	7			Rigid
Organization	Disorganized				4	5	6			Planful	
Communication	Reserved				4	5	6			Interactive	
Emotional Development	Impatient			3	4	5	6			Tolerant	
Assertiveness	Cooperative				4	5	6	7			Authoritative
Competitiveness	Team Player					5	6	7			Individualist
Mental Toughness	Sensitive		2			5	6	7	8		Tough
Question/Probing	Trusting				4	5	6	7	8		Skeptical
Motivation	Security					5	6	7	8		Recognition

Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.



Distortion	Frank Answer	1	2	3	4	5	6			Exaggerates
Equivocation	Chose Alternate	1	2	3	4	5	6			Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN: Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness.*

NOTE: Blue blocks are of primary importance as they represent the desired range for that characteristic. Scores within that range, or with no range identified, have a white circle. Scores outside the desired range will have a gray circle.

Management Competencies

Accountability/Ownership

To maximize the value of its people resources, an organization must have an empowered workforce, consisting of individuals with a sense of ownership and responsibility for contributing to business success. At the individual level, this requires taking initiative and assuming personal accountability for goals, outcomes and deadlines. It also implies holding others accountable for achieving individual and organizational objectives. To perform well in this competency area, individuals must independently establish work goals and specific plans for achieving them. They must share information and responsibility with others, involving them in decisions, meetings, and work processes to build a sense of ownership and involvement. They must also respect individual talents and abilities, recognizing the benefits of entrepreneurship in achieving business results.



Key Behaviors:

- Establish Objectives
- Share Your Vision
- Decision Accountability

Mr. Applicant has some desire to be accountable for his own actions. He probably takes the initiative and assumes personal accountability for goals, outcomes and deadlines, but it may be helpful if he develops the ability to plan farther in advance as he strives to reach goals and meet deadlines. He probably enters into self-appraisal, and unless he is highly competitive and wants to do everything himself, he is probably willing to share information and responsibility with others.

5

Challenge the Status Quo

Individual and organizational growth depends on the willingness and ability of employees to challenge traditional ways of thinking and working. To do this effectively, individuals must question standard assumptions and procedures in a constructive way. They must be assertive in suggesting alternative paradigms or solutions, and demonstrate a willingness to take calculated risks in trying unconventional approaches. In many instances, this requires taking an unpopular stand and resisting political/social pressures to conform to the norm. High performers will maintain and defend their positions in the face of adversity; they will push others to consider novel possibilities that could result in long-term success for the organization.



Key Behaviors:

- Alternatives to Operations
- Innovative Ways to Change
- Question Current Methods

Joe is willing to challenge the status quo if, after careful thought, he is convinced that a new way of doing things is necessary. Once he is absolutely convinced that traditional ways of thinking and working need to change, he is generally willing to make a change.

5

Collaboration/Integration

To leverage opportunities and capabilities across organizational boundaries, the company requires individuals to think collaboratively. Ideally, all employees should integrate their own work with that of other parts of the organization, in pursuit of the overriding business strategy. For the individual, this requires an understanding of the organization's business, as well as deliberate cooperation across functional, departmental and/or business unit boundaries. To perform well in this competency area, individuals must develop and maintain relationships with people in other parts of the company. They must think in terms of the broader goals of the company, and be willing to subvert their own agenda for the success of the overall organization. This necessarily means sharing credit for accomplishments, when appropriate, and celebrating success that occurs independent of his/her own efforts.



Key Behaviors:

- Enhance Efficiency
- Common Purpose/Goal
- Increase Productivity

Joe is probably motivated to succeed, but also willing to celebrate the success of others when that success occurs independent of his own work. He may need to remember to share the glory for accomplishments he had a part in achieving, but becoming even more willing to think collaboratively and striving to integrate his own work with that of others in the organization will further enhance his performance in this competency.

5

Creativity/Innovation

Creativity and innovation drive the organization's ability to create and exploit opportunities for competitive advantage. Ideally, all employees should be curious and imaginative, with an ability to "think outside the box" and a willingness to experiment with new ideas and approaches. Individuals who perform well in this competency area constantly search for ways to keep the organization leading - edge in its approaches, processes and products/services. They translate new ideas into business opportunities, using them to create products/services or improve ways of working. They share their own ideas with others and encourage others in their pursuits, offering honest feedback and suggesting ways to build upon their ideas.



Key Behaviors:

- Conceptualize Processes
- Tendency to Generate Ideas
- Discover New Opportunities

Mr. Applicant can be a very creative, innovative individual, when he allows himself to be so. He wants to keep the company leading-edge and will take some calculated risks to implement new ways of doing things, provided he believes there is a greater chance of success than failure. At times, he may prefer to stick with the "tried and proven" way of doing things, and would benefit from becoming even more creative and innovative in his thought processes.

6

Customer/Market Oriented

The success of an organization ultimately depends on its ability to anticipate and meet customer/market needs and trends. To be highly valued by the organization, an individual must demonstrate a strategic understanding of the customer/market, an ability to communicate this understanding to others, and the capability to translate it into competitive advantage for the organization. Individuals who perform well in this competency area must consider customer/market factors in making decisions and establishing work plans and priorities. They also must establish formal or informal means of staying in tune with changing conditions in the competitive environment.



Key Behaviors:

- Research Current Trends
- Fulfilling Market Needs
- Higher Customer Value

He has some understanding of the business climate, customers, competitors and factors that drive the company forward, but may benefit from developing an even greater strategic understanding of the customer/market. He probably understands the importance of providing courteous and attentive service to customers or clients, but may not always utilize his resources well. Enhancement in this competency can be realized by developing good planning skills and better understanding the more complex needs of his customers.

5

Energy/Enthusiasm

The difference between solid job performance and outstanding job performance often hinges on the attitude of the individual. The effectiveness of the team is also likely to be affected, since the outlook of one individual often influences that of his/her colleagues. Individuals who perform well in this competency area display personal motivation and excitement about their work. They talk enthusiastically about the company, its goals and its people. They display a passion for their work and maintain a positive outlook, serving as a source of encouragement for those around them. Individuals who demonstrate energy and enthusiasm are also likely to be recognized as good team players.



Key Behaviors:

- Show a Keen Interest
- Awaken Employee Potential
- Generate Productivity

Joe will exhibit some enthusiasm toward his job, but would benefit from becoming even more positive and enthusiastic. Developing a positive attitude will strengthen his ability to become an inspiration to others through his own diligence and hard work, and will increase his desire to help others through difficult times.

4

Strategic Thinking

A strategic thinker has a clear sense of the direction of the organization and understands what will create competitive advantage for the business in the future. This understanding comes from a rigorous monitoring of the external environment, and it allows the individual to visualize future opportunities and threats that the organization is likely to face. Importantly, high performers in this competency area have the ability to distinguish tactical issues from strategic ones, and to take action accordingly. They are able to translate strategic imperatives at the macro - level into initiatives and priorities for their own work and/or the work of their part of the organization.



Key Behaviors:

- Decisions That Position The Organization
- Analysis of Critical Factors

Mr. Applicant is able to analyze the organization's strengths, weaknesses and competitive position in the marketplace to some degree, but could benefit from becoming even more aware of changes in the marketplace. This will enable him to develop objectives and strategies based on long-term perspectives and help him visualize future opportunities and threats the organization is likely to face. While he is able to identify some companies which could benefit from the organization's products and services, becoming more aware of competitive and market trends will enhance his ability in this competency area.

6

Leadership Knowledge

Attitude/Leadership Personality



- Attitude Towards Leadership
- Responsibilities of Leadership

Mr. Applicant has some understanding of the attitude a leader must display in order to be successful, but would benefit from developing an even stronger understanding. He realizes that a positive outlook and a healthy level of self-confidence are positive traits for a leader to possess. When faced with obstacles or other problems in business, he has some understanding of the need to get past them and move on. Defining for himself what the word "leadership" means, and increasing his understanding of his own strengths and weaknesses will further benefit him.

6

Time Management



- Set Goals
- Ability to Prioritize
- Awareness of Priorities

Joe has a healthy understanding of the importance of planning. He utilizes planning tools to keep himself organized, and generally has his priorities in line. Good time management is important to him, but he leaves enough leeway to deal with interruptions or changes, when necessary. He spends a good amount of time planning, but not to the extreme.

7

Planning



- Identify Objectives
- Establish Procedures
- Achieve a Desired Goal

He has some understanding of the planning process and the purpose and meaning of planning, as well as where goals, standards or objectives come into play in the planning process. It would be beneficial to him, however, if he developed an even stronger understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

6

Organizing



- Orientation Towards Goals
- Continuity
- Division of Work

Mr. Applicant has a strong understanding of organization as it relates to leadership. He understands that organizing involves people, processes and tools, and perceives the difference between organizing and planning. Since he understands what encompasses organizing, he is capable of organizing projects and activities in an effective manner.

8

Executive Achiever

Management Competencies and Leadership Knowledge

Staffing



- Employee Selection and Placement
- Decision Accountability

Joe has a strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He knows the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process will enable him to better understand the problems involved in employee selection, as well as the role training and development of employees plays in this leadership process.

7

Leading



- Importance of Motivation
- Fostering Enthusiasm
- Inspire Employees

Mr. Applicant has a strong understanding of what comprises good leadership. He understands the importance of a leader empowering his workforce and acting as a coach and mentor of others. He realizes how important motivation is in the leadership process and understands the various steps involved in managing a diverse workforce.

7

Facilitating



- Unbiased Objectivity
- Empowerment
- Inclusiveness

He has a very strong understanding of facilitation and control in the leadership process. He is able to define what problems are and have devised some methods of effective problem-solving. He understands the purpose of policies, rules and regulations in providing a nourishing environment for growth for team members, and can balance the need to impose discipline, guidelines and procedures in the workplace with the need to value employees and encourage creativity.

9

Executive Achiever

Management Competencies and
Leadership Knowledge



Management Competencies



Accountability / Ownership	■					5					■
Challenging the Status Quo	■					5					■
Collaboration / Integration	■					5					■
Creativity / Innovation	■						6				■
Customer / Market Oriented	■					5					■
Energy / Enthusiasm	■				4						■
Strategic Thinking	■						6				■

Leadership Knowledge



Attitude / Leadership Personality	■					6					■
Time Management	■						7				■
Planning	■					6					■
Organizing	■							8			■
Staffing	■						7				■
Leading	■						7				■
Facilitating	■								9		■

Introduction



Success in any business will largely be determined by how wisely an organization invests in its Human Capital Infrastructure.



When hiring a new employee or promoting a current employee, investing in a well thought out interviewing process is a critical point of action in terms of impacting the productivity and profitability of your organization!

Utilizing these assessment results enables all who are involved in the interviewing process to better evaluate the candidate's cognitive traits and knowledge, as well as their performance traits to more effectively determine job and cultural fit, as well as training and development needs.

In hiring the right person, success hinges on determining the FIT with the job. Therefore, it is recommended that a majority of the interviewer's time be spent on probing key behaviors and values that drive successful performance in the specific job being assessed. When using a behavioral interviewing methodology, a candidate's past behavior is the best predictor of current and future behavior.

Following are the interview questions which an interviewer may choose to use in the candidate interview process. These interview questions are generated to assist the interviewer to probe the aptitude and performance traits that are consistent with successful job performance. You will note that the questions are written in a way that probe past behaviors in previous employment experiences to better determine job fit.

NOTE: In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation. Rather than pursuing behaviors that are rooted in past work experience, the interviewer can probe life experiences that may enable them to probe relevant behaviors and values in performing the job.

Energy

Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Tell me about the most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?

Interpretive Guide: Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?



Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?

Interpretive Guide: Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?



Describe for me what steps you take to meet a deadline which initially seems impossible to meet.

Interpretive Guide: Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?

Emotional Development

Measurement of the individual's level of patience, self-esteem and confidence.



Tell me about a time in a previous job when you expected too much from yourself. Do you believe you tend to be your own worst critic, at times? If so, in what way?

Interpretive Guide: Does it appear the candidate expects too much from him or herself? Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?



Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault. How did you rectify the situation?

Interpretive Guide: Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?



Tell me about the most frustrating experience you've encountered, thus far, in your career

Interpretive Guide: Does it appear the candidate is easily frustrated? Is the candidate likely to face the same type of situations which have caused him or her to become frustrated in the past?

Mental Toughness

Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Interpretive Guide: Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?



Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Interpretive Guide: Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?



Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Interpretive Guide: Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantness?

Introduction



Investing in training and development is not what is ultimately important, PERFORMANCE is! What is learned through training and development will yield a higher return on investment, resulting in improved job performance!



The pressure on organizations to improve training and development continues to intensify. Advances in technology, shifts in demographics, and the constant competitive necessity to upgrade workforce skills are challenging every organization.

Utilizing these assessment results provides leadership with credible behavioral information that enables them to take an objective and systematic approach to analyzing and managing the training and development needs of individuals to improve their performance in the workplace. For example, the information provided in the assessment results can assist management in developing and executing a plan to train a new hire during the onboarding process, thereby accelerating their learning curve. It can also prove to be an invaluable tool for management to evaluate and coach current employees to reach their potential.

Engagement is the key. These assessment results can be used as an effective tool to assist management in learning more about their people in their effort to build better employee relationships and employee engagement.

Introduction



For those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we offer the following suggestions where the person assessed could benefit from growth and development. We trust you will find these suggestions helpful.

Energy

Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.



You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:

Running or jogging, aerobic dance, exercise or walking.

Tennis, badminton, volleyball, racquetball

Swimming, golf, bicycling.

If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.

Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.

Emotional Development

Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).



You have a strong sense of urgency concerning what you desire to see accomplished. However, you can be a very impatient individual who expects a great deal from yourself and, at times, others. When you do not reach the goals you have set for yourself, even though they may have been unrealistic to begin with, you can begin to lose confidence in yourself. You like to see immediate results and can become your own worst critic.

Your self-affirmation sentence:

"I am patient and realistic in my goals."

Steps to Effect Change

If you feel your self-confidence is not what it should be, write down ten good things about yourself. Focus on these good traits you possess, rather than the negative traits. With the negative traits, ask yourself if there are any you can change. If so, plan how you might change them. Try to learn to accept the negatives you are powerless to change.

You may need to work to control your temper and emotions when faced with confrontation, disappointment or failure. Ask yourself if there is anything you could have done to prevent the problem. If not, you must learn to accept occasional setbacks you have no control over.

You need to build ego strength and personal ability to achieve. Set goals high enough to have something to strive toward, but not so high as to cause frustration. One way to accomplish this is to set goals in steps, whereby you reach one small goal which then leads to another, until the ultimate goal you want to accomplish is within reach. In this manner, each small step you reach will be an accomplishment which boosts your morale.

If you become impatient with yourself or someone else, step away from the situation and ask yourself how important the situation really is. More often than not, you will find that you are getting impatient and stressed because of something which is really quite insignificant.

Mental Toughness

Evaluates emotional strength



You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

"I 'hang tough' when life gets me down."

Steps to Effect Change

It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.

The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasant things such as these out of your mind, especially if you have little or no control over them.

Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.

Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.

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