



JUDGMENT INDEX

PERSONAL NARRATIVE REPORT

Specially Prepared for

Bob Sample

Judgment Index USA

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INTRODUCTION

Bob, congratulations on completing the Judgment Index™ – an assessment so unique that it has been called one of the most scientific, mathematical and logically based instruments of its kind. The ultimate success of an individual or organization greatly depends on the strength of judgment applied to a countless number of everyday decisions. From small everyday tactical decisions to the large global strategic decisions, good judgment is the key ingredient to successful endings.

Our value system defines who we are. It is the lens through which we view the world, formulate choices, and make decisions. Our value system evolves throughout our lives and is manifested in the way we assess and evaluate; the way we size up situations; the way we solve problems; and ultimately in the way we navigate our course of action. It is influenced by every event, experience, and person who touches our lives.

It is important for you to understand that the Judgment Index™ is NOT an IQ (Intelligence Quotient) test, an Emotional Balance assessment, and perhaps most importantly, it is NOT a Personality Test. The Judgment Index™ is unique in that it can specifically measure a person's sense of **Good Judgment** in over seventy areas. There are 12.8 quadrillion possible outcomes one's results can have – a number greater than all the people who have ever lived on earth.

X *Careful study and review of this report will enable you to understand your gifts and strengths – areas you should begin to trust and rely upon when needed. Because judgment can change and be improved, seek to understand the areas on your report that you would desire to make even stronger. Improvement in weaker areas can significantly impact both work and personal accomplishments along with improving interaction and relationships with others.*

The Judgment Index™ has broad ranging impact wherever Good Judgment is important for leadership development, high performance modeling, adherence to standards and values, assembly of top teams, etc. Make the most of this information and *use it to be the best you can be.*



Good Judgment is the Key to Success

JUDGMENT INDEX™ NARRATIVE REPORT FOR BOB SAMPLE

There are five primary sections of your report.

1. **Global (Primary) Scores** – your scoring pattern in three primary areas of measure
2. **Judgment Type** – description of your general approach to a work situation
3. **Personal Narrative** – provides analysis to each of your score results on the Index
4. **Summary Results** – a quick view summary of your score results
5. **Key Strengths and Opportunities for Improvement**

SECTION 1: GLOBAL (PRIMARY) JUDGMENT

This section of the Narrative Report outlines the three core areas of your judgment capacity:

1. **People and Relationships** – a measure of the value and importance one places on people and relationships
2. **Work and Task Orientation** – the ability to understand, process, and carry out the job or task at hand
3. **Big Picture** – the ability to understand and incorporate the big picture implications and consequences into the decision process

Most people will be stronger (more dominant) in one of these areas than in another. An area can still be strong overall, even if it is not the most dominant of the three. The strongest area is usually the skill one will first be drawn to using in their initial approach to work situations. Although all three are important, research has shown in more complex job situations that *People skills* and *Big Picture judgment* are especially important.

The most typical scoring patterns are:

- A) Strong (**People skills**) with (**Tasks**) and (**Big Picture**) less strong
- B) Strong (**Tasks**) with (**People skills**) and (**Big Picture**) less strong
- C) Strong (**People skills**) and (**Tasks**) with (**Big Picture**) much less strong

Your Global scores fall into the pattern **(People skills) is most dominant, (Big Picture) is second, (Tasks) is third most dominant**. This pattern indicates your primary strength is your ability to relate to others, and accept their value, input and contribution. Your next closest strength is the ability to see patterns and connections, to see the big picture. Your understanding of processes and being comfortable with tasks is the least dominant.

SECTION 2: JUDGMENT TYPE

Your general judgment type can fall into one of thirteen possible categories. NO one category is better or worse than any other. It simply represents the perspective one brings to any presented situation. Given your scores and their relationship to each other, you are primarily in the category labeled: **Diplomacy/Mediating/Facilitating**. Some key characteristics of this judgment type are listed below. You may not have all these traits, but are likely to possess several of them.

Diplomacy/Mediating/Facilitating (TYPE 5) is likely to feature the following “Key Traits”:

- Focuses on resolving conflicts
- Goal is to achieve a harmonious group
- Good at exchanging input and feedback
- Needs atmosphere of trust, honesty, respect
- Good rapport and team builder
- Good with customers
- Good peacemaker with difficult people
- Good at group facilitation
- Stays cool under pressure, especially with difficult people

Frustration Factor: Each category has certain factors of frustration that are associated with it. You will tend to become frustrated *when people fail to "get along" peacefully with each other.*

SECTION 3: PERSONAL NARRATIVE

This section of your report provides a narrative description of your score results. You can expect to find areas of your judgment capacity that will be quite strong. Perhaps you will also find areas that are opportunities to make stronger and to be further developed. Bob, you are a unique individual and will bring all of your life's experiences into any given situation. These experiences and the value you have attached to each of them have helped establish your Value System. Your Value System can be thought of as the compass that guides and directs your judgment and actions. It significantly determines how you process the world and how you will respond in any situation.

Providing an *awareness* of your judgment strengths and weaknesses is of great benefit to you. It will help you trust and rely upon the areas where you scored strong – areas you may have felt were good but maybe didn't fully believe were strong. Bob, use these strong areas with *confidence*.

When it comes to the weaker areas on your Judgment Index™ results, guess what? Judgment **can and does** change over the course of one's life, especially if a person is keen on improving one's self to their greatest potential. Life experiences can create a different perspective and sense of judgment toward a situation. Most people don't need to put their hand on a hot stove more than one time to understand the importance of having a healthy respect (judgment) for things that can burn. New experiences may change the way we see others and how we relate to them. What does this mean to you? It means that the score results on this report reflect your sense of judgment at the time you completed the assessment. It doesn't have to be you forever-and-ever. This report should not be viewed as a permanent tattoo, but rather as an opportunity to begin to trust and appreciate yourself for your strengths, and to seek ways to develop and improve your judgment in the weaker areas.

Your narrative report is divided into three sections. In the first section you will learn about your **Work Side** judgment results. In the second section you will learn about your **Self Side** scores, and in the third section you will discover not your *strength*, but the **Balance of Judgment** you have in *six key areas*. **These three sections will at times overlap and have distinct impact on each other.**

There are five possible scoring result categories:

- **Strong**
- **Good**
- **Needs Attention**
- **Needs Development**
- **Needs Significant Development**

PART 1 – WORK SIDE JUDGMENT (WHAT YOU DO)

Work side judgment relates to “*What You Do*”. For most people, it will mean what they do to earn a living. For others it will mean what they do to take care of children, take care of a home, earn a degree in school, enjoy life after retirement, etc.

The first three scores shown in Part 1 are the **Global Primary Indicators** of the Judgment Index™. You learned about them earlier in Section 1 of this report. These are the three core areas of judgment and are the foundation from which many of the other indicators are derived and in some way relate to.

OVERALL PEOPLE AND RELATIONSHIP ABILITIES – PEOPLE INSIGHT

(Strong)

Part 1 (Work Side)

This indicator is a measure of the value and importance one places on people and relationships. It reveals how well someone relates to people, and how adept they are at managing relationships. In the workplace, it is the ability to establish and maintain productive working relationships and to build a high performing team.

Your "people skills" scores are **STRONG** in this area. Being accepting of other people and being empathetic with them in various circumstances is likely to make you a good “people” manager. You will also be open to new policies and practices as they relate specifically to people. A word used to describe being open to the differences of others is “tolerance”. *You are able to operate well in an environment that requires skill in handling interpersonal situations.*



A WORD OF CAUTION: *because you scored well here, you can be taken advantage of if you're not careful. You may be so interested in maintaining a good relationship that you may find it difficult to reprimand someone. Also, because you place such a high value on people, enforcing policies and procedures when someone violates them can be uncomfortable for you. Obviously, there are certain behaviors that should not be tolerated under almost any circumstance.*

Those who score well on this indicator also exhibit a pronounced capacity to help other people deal with their personal problems. Strong scores on this item also measure the likelihood that others will realize your capacity for caring, compassion, and empathy in their relationship with you. This trait will help you build loyal relationships and strong teams.

OVERALL WORK-TASK ABILITIES – TACTICAL INSIGHT*(Good)***Part 1 (Work Side)**

In a basic sense, the scores on this indicator reveal how well someone relates to processes and the capacity they have to understand work tasks, absorb new information, and are open to being trained. In a world where new training is constantly being required regardless of one's past experience, trainability is critical. Strong scores in this area are particularly helpful in situations where task assignment and task orientations are important.

Your score on this indicator reveals this to be an area that is **GOOD**.

You understand what needs to be done to get a job done competently and the importance of executing tasks well. Since you can focus well on getting things done in an orderly and timely manner, you should be able to help others who need direction and instruction.

You need to be alert and a bit tolerant of those who have difficulty understanding how to correctly carry out a task, fail to stay on task, or fail to execute a task. It will be frustrating for you when others are not as good as you are in getting things done. Look at that as an opportunity to teach them how to be better.

OVERALL BIG PICTURE VISION AND JUDGMENT – STRATEGIC INSIGHT*(Good)***Part 1 (Work Side)**

Your scores for this set of skills were **GOOD**. The indicator pertaining to these skills reveals the extent to which someone is able to plan ahead, envision new possibilities, and brainstorm options (at least internally within oneself). Another way to look at this is that someone strong in this area is more likely than others to see the "big picture." The scores also reveal one's ability to see implications and consequences of decisions and actions. Frequently someone with very strong scores is good at thinking abstractly and conceptually. They can see connections between events and are good at mapping out things in their head. Those who are skilled in this area will be motivated to look for the underlying causes of a circumstance or situation.

This indicator also reveals the extent one is able *to actually apply this skill* in the work place by converting into actions the insights one has by being able to see things from the larger perspective. In addition, it is a powerful indicator of the way in which People Skills and Work/Task capacities will be actualized.

This is a very important leadership skill, especially when you must set the direction and vision for your group and convert insights into actions.

1. CAPACITY TO NOTICE, SENSE, AND BE ALERT WITHIN SITUATIONS

(Good)

Part 1 (Work Side)

This indicator measures one's degree of awareness and sensitivity to what is going on around them. It can be regarded as a "noticing" scale that measures a person's ability to see not only surface events and details but also to see "in depth." Someone with a good score in this area is often able to pick up on subtle but important clues about people and situations.

Your score falls within the **GOOD** range, which indicates an ability to pick up on the less obvious features in various settings. Sometimes people good in this area have what might be called an "intuitive" sense. It is not an intellectual capacity, per se, but simply what might even be regarded as an unconscious awareness of things. We've all known people who just had what was sometimes called "a sixth sense" about other people or about something about to happen.

People with good scores in this area are also capable of learning what dangers may exist in work or other environments. Those working around heavy machinery, dangerous equipment, or in frequently challenging situations—Police Officers and Firefighters for example—who have strong scores can often be trained fairly easily to see where potential dangers exist and thus avoid major accidents or other kinds of problems.

2. ACCEPTANCE OF OTHERS AND TOLERANCE OF DIFFERENCES

(Good)

Part 1 (Work Side)

Stronger scores on this indicator show the capacity one has to recognize the uniqueness of others and to appreciate their differences from each other and from ourselves. Those with strong and good scores here have an inclination to emphasize interpersonal dynamics, use people skills, and be more attracted to social interactions. Those with strong scores here often just like to be with other people. Scores here frequently indicate how patient someone is with others.

Your score on this indicator is **GOOD**.

Scores on this indicator are linked closely with overall people skills and to *one's tolerance of differences of others*. While tolerance might relate to a wide range of circumstances, the primary emphasis here is tolerance as it relates to people and groups of people. Tolerance is a measure of one's capacity to relate positively and openly to persons who are different in some notable way. These could be things such as age, race, socio-economic, political, geographical, religious, or philosophical differences.

Recently much attention has been given to the wide range of differences among generational groups now working in organizations. The outlooks and views of the various age groups can vary significantly, and these differences can create many tensions and much distrust.

3. HANDLING PRACTICAL TASKS, WORK ETHIC, AND TRAINABILITY

(Needs Attention)

Part 1 (Work Side)

This score reflects three closely related Tasks Skills. The first is **the capacity to understand basic, practical problems** in the world at large, including at work. Usually, a person with strong scores on this scale will work well with the practicalities of the workplace. They will have a clearer understanding of work processes and how to make those processes work efficiently and effectively.

Second, the score here is also an indication of one's sense of responsibility and dependability. In more concrete language, this means **the capacity to understand the importance of work**.

Third, this indicator also shows something about the **trainability** level, the kind of "learning curve" someone will likely bring to the workplace.

Your score on this indicator shows this area **NEEDS ATTENTION**. Your basic capacity in the three dimensions listed above is weaker than desired. You need to remember: this is a capacity score, and it covers three different dimensions. It may show you have a moderately weak understanding of what has to be accomplished to get work done or perhaps your capacity to learn tasks and skills needed for a particular job.

- How well do you understand basic tasks, processes, steps necessary to get work done?
- How good are you at learning new skills and tasks?
- What kind of training works best for you?
- Are there ways you can better learn how to carry out tasks and learn new skills?
- Do others perceive that you like to work?
- How important is working to you, even if you don't like everything about this job or any job?

The score here does not indicate the level of your motivation or your commitment to a particular job, even if you have a good understanding or good work ethic. Getting feedback from others will be one of the best ways to focus more closely on which of these three dimensions most needs work.

4. BIG PICTURE - ABILITY TO MAKE CONCEPTUAL RELATIONSHIPS

(Good)

Part 1 (Work Side)

This indicator measures the basic capacity one has for viewing things from an overall, *conceptual* view, while the global **BIG PICTURE (STRATEGIC INSIGHT)** indicator includes the component of the ability to actually apply one's insights and convert them to practical actions.

This indicator is a measure of the ability:

- to *see* the big picture,
- to *appreciate* consequences and implications of choices and decisions,
- to *conceptualize* and evaluate issues globally.

When compared to scores for the “Job/Task” and “People” capacities, it is often the weaker result of the three. This does not mean that people do not have skills in this area but that this set of skills is less pronounced than those in the other two areas.

The ability to see patterns, make connections, anticipate results, and see other possibilities is as important to us as individuals as it is to organizations. This score is very valuable when an organization is establishing working teams or management groups. People who are very strong in this skill can help the group to see the “big picture” and understand what implications their actions will look like “down the road and around the corner.” Some people who are strong in this area create “mental road maps” for themselves as a way of dealing with alternatives and future actions.

Your score for this indicator shows you are **GOOD** at seeing the big picture. You can be very valuable to the people you supervise or work with by helping them to see overall tendencies, patterns, and likely outcomes better than they may see on their own. ***This is a very important leadership skill, especially when you must set the direction and vision for your group.***

5. PROBLEM SOLVING BALANCE AND CONCEPTUAL CLARITY

Gray Area(s)

Part 1 (Work Side)

A useful way of thinking about how we respond to different situations is to understand there are primarily three different ways we go about making decisions. The first way is that we can be **reactive** – either in a *positive manner* (steer out of an accident almost by instinct) or *negative manner* (say something out of anger we later regret). Secondly, we can be **responsive/reflective** in a *positive manner* (let me think about and “chew on” that for a couple of days) or *negative manner* (postpone for days and weeks making a decision). Or thirdly, in some situations, we can be **deliberative** in a highly desired manner (I’ll get more information, ask other people for their opinions, and after careful thought, make a decision—even if it takes me a more than just a few days.)

Inherent in any situation where we have to make a decision are three key elements:

- 1.) how crucial or important the situation is,
- 2.) how quickly we need to make a decision, and
- 3.) how good the decision we make will be for the situation we’re facing.

Ideally, of course, we would all like to have the ability to respond *in the most appropriate way in any given situation*. Moreover, in any situation we face there are likely to be one or more people, tasks, or big picture issues involved. How well we make decisions is dependent on what

may be required and most relevant in a given situation, and how strong we are in each of these three skill areas. If I've got strong people skills but the situation requires stronger conceptual, big picture skills, my people skills may be irrelevant in that case.

This indicator shows the balance among the three scores related to our capacity to make decisions regarding **people, tasks** and the **big picture**. These three scores (discussed in the three previous indicators #2, #3 and #4.) show our competencies in each of those areas. The relationships between these scores can also be analyzed in regard to what is called "Conceptual Clarity." "Conceptual Clarity" means how clear our assessments of situations are likely to be when they involve people, tasks, and big picture considerations.

The first score reflects how much conceptual clarity we have about the people one is involved with in various situations. This was discussed under: **2. PEOPLE: ACCEPTANCE OF OTHERS AND TOLERANCE OF DIFFERENCES.** The second score, discussed under: **3. HANDLING PRACTICAL TASKS, WORK ETHIC AND TRAINABILITY,** reflects how much conceptual clarity we have about carrying out processes and accomplishing goals. The third score indicates our conceptual clarity about overall strategies involved in accomplishing goals as well as in determining what those goals should be, and was discussed under: **4. BIG PICTURE – ABILITY TO MAKE CONCEPTUAL RELATIONSHIPS.**

The degree of Conceptual Clarity you have in each of these three areas is shown on the chart below. The "Strong" and "Good" ranges on the graph are termed "**Clarity.**" The "Needs Attention" range is termed "**Gray Areas.**" The "Needs Development" and "Needs Significant Development" ranges are termed "**Blind Spots**". Scores in the Blind Spot range represent the opposite of Clarity and show the areas where our greatest degree of vulnerability is likely to be.

Your scores on these three areas are shown in the chart below and have an overall category result of: **Gray Area(s)**

PROBLEM SOLVING BALANCE AND CONCEPTUAL CLARITY					
	Needs Significant Development	Needs Development	Needs Attention	Good	Strong
	Blind Spot		Gray	Clarity	
PEOPLE				◆	
TASKS			◆		
BIG PICTURE				◆	

A NOTE ABOUT BLIND SPOTS: A key ingredient to Self-Improvement (being your best) is Self-Awareness (knowing your strengths, weaknesses and blind spots). To know one's self not only

means knowing both your strengths and weaknesses, it means knowing “what you do not know.” “Knowing what you do not know” means understanding that there are “things” that others can see and are aware of, that you may not see. Those who are color blind or color deficient do not pick up on or notice colors that others do. They just don’t SEE it. It doesn’t mean that IT is not there; it just means that a color blind person won’t observe or notice IT like others will. In judgment processes that involve color, color blind people may not even know that color could be a part of the equation; when they do know, they will make their best decisions when they ask for help from others.

Personal blind spots work much like color blindness. The perception others have about an item, an experience, an issue, etc. may be completely opposite of our own perspective. Just because WE may not be aware of something does not mean it is not there. The perspective others have about our own self may be different from our self-perspective. Be open to self-discovery and the potential that you MAY actually have Blind Spots about things in the WORLD and things in YOU. The “know it all” person is usually the one with the most Blind Spots and usually the one making the biggest mistakes. Be open to the views and perspective others may have. Don’t get trapped into believing that what only you see is what only is actually “there.” Remember this also: your strengths may very well be another’s Blind Spots. We all have them. Admitting that we “probably do” is a big first step to higher performance, more open dialogue with others, and more effective team work.

6. REALISM – IDEALISM GENERAL ORIENTATION

(Moderately Idealistic)

Part 1 (Work Side)

The score on this indicator measures a person’s tendency to be realistic or idealistic. The terms *realistic* and *idealistic* can both be positive (good), depending on the specific circumstances. Organizations need both orientations.

Simply speaking, *realism* is the tendency to see the world as it is, what is real and practical. *Idealism*, on the other hand, is the tendency to see the world as it could be, should be or ought to be. People who have mid-range scores have the ability to relate well to both ends of the spectrum. In many instances, individuals with mid-range scores can be facilitators and even peacemakers between opposite ends of the spectrum.

This score does not mean that a predominantly realistic person cannot be idealistic about some issues or at some times. In a similar sense, a predominantly idealistic person can be realistic about some issues at some times. What is being described here is a general tendency towards how one sees the world.

The best groups will have a diversity of scores on this scale, which enhances an overall balance of perspective. A narrow range of scores creates tunnel vision in teams or groups. A large difference in scores between two people creates the likelihood for conflict between them.

Realization of these differences, when appropriately managed, can enable even greater results and bring a different and better perspective to solving a problem.

You scored in the range of tending to be someone who is **MODERATELY IDEALISTIC** and looks at situations in terms of what they “could be” or “ought to be.” At the same time, this doesn’t mean you can’t see how things are; you are often just more compelled to see how things could be, should be, or ought to be. Your basic instinct is to weight situations according to what others would term “being idealistic” so in their eyes you may appear naïve or overly optimistic.

From your point of view, you are simply open to seeing possibilities and the need to make changes. You are likely to be open to seeing new possibilities but will need to make sure there is convincing evidence if you are to persuade others. Realistic people like concrete evidences, believe in direct visual experience, and are a bit skeptical about proposals. Your challenge will be to convince them that your ideas are not “blue sky” notions. You may also be one of those people who cannot stand any errors or mistakes in documents or other things, and you will redo something five times if that’s what it takes to “get it right.”

Your contribution to others can be your belief that “we can make things” better. You can help others see new possibilities and new ways of doing things. Rather than just accepting that there is “dust under the bed,” you will be one to make sure we “clean up the dust.” You can be a very good motivator in a team or group that needs views from both ends of the spectrum.

7. COMPASSION, CARING, ABILITY TO APPLY PEOPLE AND RELATIONSHIP SKILLS

(Strong)

Part 1 (Work Side)

This area of measure is another one that reflects something about how you relate to people. In this instance, the score does not so much indicate your *conceptual* ability to recognize the uniqueness of others and to appreciate people, but to *actually respond* positively and effectively to them. The main point to remember is that the *conceptual capacity* discussed in a previous area of measure, “**2. ACCEPTANCE OF OTHERS AND TOLERANCE OF DIFFERENCES**”, is one that relates to *understanding* while this indicator measures *the ability to apply* that understanding into real life circumstances.

This score measures caring, compassion, and empathy—not as concepts—but as actual actions. This is the best measure on the entire Index at understanding how actively caring and interested in others a person is likely to be.

Those who score in the weaker ranges on this particular indicator tend to be more detached, less empathetic, and are often viewed by their peers as “cool” or even “cold” when human interactions are involved. This does not mean that they are “bad” people, but they may not go out of the way to be overtly “loving” or “kind” or “sympathetic.”

Your score on this indicator is **STRONG**. You are likely to enjoy people, accept them, and offer them encouragement and assistance when appropriate.

The only drawback of being Strong on this indicator is that *sometimes* a person can be a bit naïve about people or give people too much “*benefit of the doubt.*” *This may lead to a person being taken advantage of at times by others.*

8. DEPENDABILITY, TASK COMPLETION, SOLVING PRACTICAL PROBLEMS

(Good)

Part 1 (Work Side)

This score relates to one’s capacity to not just understand the importance of tasks and work responsibilities but to actually solve practical problems and help others solve practical problems. Those with stronger scores are particularly helpful in situations where task assignment and task orientations are important. They usually understand what is needed to get a job done in a competent, efficient manner and will likely be *dependable* and *reliable*. This is the best indicator on the assessment of a person’s “work ethic.”

Your score on this indicator is **GOOD**.

NOTE: *If a person with good scores does not have corresponding performance, it is not because they cannot but because they choose not to. Whenever this becomes the case, it will be worth the effort to explore and uncover the underlying reasons for poor performance.*

9. ABILITY TO APPLY AND USE BIG PICTURE STRATEGIC INSIGHT SKILLS

(Strong)

Part 1 (Work Side)

One may have a capacity to appreciate that “big picture” realities are important, but not have the ability to put that appreciation to use. It’s like being able to appreciate different colors but not being able to distinguish or differentiate between them very well.

Scores for this indicator reflect one’s ability to *actualize* the “big picture” skills, the ability to take a broader and more comprehensive perspective within a given situation and actually *apply* it. Someone with strong scores is more likely to sense implications and consequences and move *beyond* just the ability to abstractly conceptualize. Those with a strong score here can focus on wholes rather than parts, general views rather than limited, specific views. They actually make decisions and take actions based on their insights.

This ability also includes the ability to help others solve problems of a more abstract, strategic and theoretical, “big picture” nature.

This skill means one can see the relevance in various situations and move to *solve* problems that have a more global, theoretical, or long range component. Those with strong scores here are very good at envisioning and conceptualizing a “mental map” and putting the “mental map”

into actual use. They also try to uncover underlying causes of problems and move towards constructing a long-range plan or strategy. This is easier said than done. That's one reason the best groups will have a good mix of people, including someone whose score here is *strong* or *good*.

Your score on this indicator is **STRONG**.

This indicator is related to both the global **BIG PICTURE (STRATEGIC INSIGHT)** measure as well as the **"4. BIG PICTURE - ABILITY TO MAKE CONCEPTUAL RELATIONSHIPS"** score. The global score really is a reflection of both *the capacity to make conceptual* relations combined with *the ability to apply those skills* as reflected by this indicator.

Excellent brainstorming abilities are found in those with stronger scores here. Keep in mind that few people have this as their dominant tendency. People with strong scores in this area are extremely valuable in team settings. Balanced teams function better with individuals representing all three areas of people skills, task skills, and big picture skills.

10. PROBLEM SOLVING ABILITY AND THE EXCELLENCE OF ONE'S DECISIONS

(Good)

Part 1 (Work Side)

Your scores for this set of skills are **GOOD**. In general, scores for this area reveal one's capacity to take in information from a variety of sources and move towards solving a problem or reaching a decision. Two key skills in this area are observation and analysis of that information so that one begins to see connections and patterns. The ability to see connections are what Albert Einstein felt was the true mark of a genius. That information can be in the form of what is referred to as *objective data*—such as reports, financial data, verbal accounts, etc., and what is commonly called *emotional data*—such as gut instincts, body language, tone of voice, etc.

A third critical skill is *applying* one's insights to actually dealing with the issues. You are able to absorb and process a variety of information in your decision-making and problem solving process. You are also able to identify or search out options for taking action. Individuals with a strong score on this indicator are characterized as careful decision-makers and competent problem-solvers. Many employers see these traits as some of the most important.

CAUTIONARY NOTE: People who are GOOD Problem Solvers can become IMPATIENT with people who take longer to process information and reach decisions. **This impatience can cause Personal Relationship Problems** and become an obstacle to teamwork. You must realize that most people do not process problems as quickly as you do. Patience and understanding will help reduce your level of frustration.



CAUTIONARY NOTE: People who are GOOD Problem Solvers can become IMPATIENT with people who take longer to process information and reach decisions. This *impatience can cause Personal Relationship* problems as quickly as you do. Patience and understanding will help reduce your level of frustration. and become an obstacle to teamwork. You must realize that most people do not process problems as quickly as you do. Patience and understanding will help reduce your level of frustration.

11. DEALING WITH DIFFICULT PEOPLE AND SITUATIONS

(Good)

Part 1 (Work Side)

Scores in this area measure a person's capacity to deal with *difficult situations* and with the *difficult people* who are likely to be part of those situations. **People who exhibit strong judgment skills on this indicator can retain a positive degree of control, creativity, and direction in challenging situations and circumstances.**

Skills in managing difficult circumstances also usually reveal the energy level one brings to coping with workplace problems. Scores can become weaker when too many things need attention and there doesn't seem to be enough time to get everything done, especially if high volume is a fairly constant pressure. It can also show the level of patience one has when working with difficult people. Sometimes scores on this indicator are weaker for supervisors, managers, and staff who have *strong problem-solving skills* and who get *very impatient* with people who have difficulties. For example, working with those who take longer to "catch on" or do not understand tasks or who do not follow procedures can trigger very negative responses at times.

Your **GOOD** score here indicates you currently have the capacity to handle complex and demanding situations in the workplace. *Be careful that you don't become impatient with those who may not process information and reach decisions as quickly as you do.*

12. FOCUS AND CONCENTRATION

(Good)

Part 1 (Work Side)

Your scores in this area are **GOOD**. This indicator provides an indication of the degree of focus and concentration that a person will have in the midst of noise, traffic, distractions, and interruptions. People with weaker scores frequently have trouble staying on task. They can be easily distracted and can be overwhelmed if too much is going on in their general environment. Your strength here is a definite advantage and will serve you especially well in a fast-paced world. You should be able to work effectively even in the face of various distractions.

13. FOLLOWING AND VALUING DIRECTIONS

(Needs Attention)

Part 1 (Work Side)

This indicator has a very pragmatic and concrete level of application. The degree to which people value accurate and articulate directions will have a strong impact on how well they follow directions as well as how well they explain directions and instructions. This indicator registers not only how well one understands directions and gives directions, but also how much one values compliance with policies and procedures. Many jobs have very little “wobble room” when it comes to either the accuracy of directions or the ability and willingness to follow directions.

Aspects of following and valuing directions include:

- 1.) The ability and willingness to follow directions or a specific way of doing things,
- 2.) The ability to deliver instructions so that others understand them,
- 3.) The ability and willingness to follow a specific training process, program, procedure,
- 4.) Willingness to achieve a desired result as opposed to “doing things my own way.”

Your scores show that you **NEED ATTENTION** in this area. It is likely that at times you will not have as strong of a regard for the need to follow proper procedures as you should. Yet, when the situation absolutely calls for adherence to directions and processes you will be able to fit in and perform adequately. *Be aware that at times you may be too forgiving and too willing to overlook the “not following directions” mistakes of others.*

People you work with, work for, or who work for you will become *very frustrated* at a lack of clear guidance and direction – especially when it comes to new processes and events. On the other hand, it may be that you don’t fully understand instructions you are given before you pass them on to others. *Don’t be afraid to ask questions until you fully understand what is expected and the benefit of doing things a certain way.*

14. POSITIVE ATTITUDE AND MANAGING STRESS IN THE WORKPLACE


(Needs Development)

Part 1 (Work Side)

The Index has one indicator that measures a person’s general positive-negative attitude towards the world at a given time. This indicator also gauges the degree to which one is experiencing stress in the workplace. Attitude is one of the most important components of the modern workplace. If one has a positive attitude it helps them to have a more enjoyable experience in their work roles. Even when things are not perfect and when there seems to be an overabundance of things to be done, a positive outlook helps us make the best of the situation.

This indicator is one of the more sensitive on the Index. The scores for this item can move quite a bit, depending on the kind of events and challenges one is facing. Therefore, generally strong and good scores on the rest of the Index shows the person is handling stress well.

Someone with a weak score here should not be too concerned. It may well be that a temporary situation has been encountered which can be resolved and gotten beyond. Even in the face of a great deal of stress some people have good coping skills. Those who have good coping skills will find their scores moving back to a positive level once they have been able to handle the adversity.

 Your score on the index indicates you are experiencing a *high degree of stress* at this time and **NEEDS DEVELOPMENT**. Scores at the really high levels usually indicate that a strong negative set of emotions are attached to the work experience. The stress may be from having too many things on your plate right now, having to deal with issues that aren't very pleasant for you, not knowing how to solve a particular problem, etc.

The designer of the Index believed that choosing to take a positive attitude had more impact on stress than almost anything we as humans can do. In fact, he named this item the Attitude Index. See if you can identify the main sources of stress and think through some things you can do yourself to help lower that stress level. **Breaking your situation down into manageable pieces will help you to not be overcome by the size of the issue. If possible, don't try to handle the whole issue at once; solve it one piece at a time.**

If your other scores have been consistently strong or good, that is evidence that you have good coping skills. At the same time, you need to realize that having to live constantly with too much stress can become emotionally debilitating and begin to affect the quality of your work.

15. CORRELATION INDEX-RHO

(Strong)

Part 1 (Work Side)

The Correlation Index (Greek rho) is a composite mathematical indicator of the consistency and overall validity the first part of the Judgment Index™. Your score on this indicator is **STRONG**.



PART 2 – SELF SIDE JUDGMENT (WHOYOU ARE)

Bob, Part 2 scoring results relate to your personal, self-side judgment. The work side is the “what you do” side. This self side is the “who you are” side and it tends to go with you wherever you go. It is hard to leave at the front door. It tends to underpin everything you do. Scores on this part are often weaker overall than on the work side – a clear indication that culturally we tend to put more energy and effort into our “work” than we do into ourselves. Experience has shown that an overall **strong** self-side will actually push work-side results to even greater performance.

Knowing this, you should always seek to make the personal judgment as strong as possible. When self-improvement is desired, your self side judgment should be the first place to start.

INDIVIDUAL UNIQUENESS – SENSE OF SELF

(Strong)

Part 2 (Self Side)

This indicator reflects a significant element within the total framework of values that guides our judgments and the decisions we make. It is related mostly to the personal side and to how one views him or herself as a separate and unique individual. The score reflects the degree to which one is able to see and appreciate his inner worth and individuality. It also indicates an ability to see and realistically appreciate both one’s limitations and one’s strengths. A strong score reflects confidence about one’s ability to perform and make decisions, and the willingness to stay with a decision until evidence shows a change is necessary.

You have a **STRONG** score on this indicator. Frequently a strong score indicates an overall optimistic outlook and a sense of belonging to the world around you, a feeling that you can handle most things. Those with strong scores often possess a sense of purpose they believe in and can communicate to others.

Be aware that at times, you are likely to take on tasks too quickly before they have been realistically evaluated – what has to be done, the energy and resources needed, and the steps necessary to accomplish a goal. Be careful about becoming too overly confident about your own abilities to perform. Confidence and a large ego are not the same thing.

1. SELF-CARE AND SELF-REGARD

(Strong)

Part 2 (Self Side)

Although this indicator is mostly related to the personal side it does have importance on the work side. In fact, the work side and personal side are highly dependent upon each other. The personal side always has an impact on how the capacities of the work side are realized. You will note that there were a significant number of items on the self-side of the Index that mention work. This is because work plays such a vital role in life and has such a paramount impact on life in general. How well someone takes care of themselves will eventually impact their work, and a job that is overly stressful for great lengths of time can impact one's health in various ways.

This indicator measures the extent to which a person will place enough emphasis on self-regard that they will actually practice self-care. Many people are much better at taking care of responsibilities relating to work, community, family, church, etc. than they are at taking care of themselves. But, giving attention to one's own physical, mental, and emotional health should not be considered as being "selfish."

A strong score here indicates someone who understands the importance of self-regard and is probably finding ways to practice some specific disciplines that are likely to help them physically and emotionally. This can include exercise, eating habits, periods of relaxation, amount of rest, adequate 'quiet time,' and other forms of recharging one's batteries.

*Your **STRONG** score on this indicator shows that you are aware of the need to balance the demands of work with adequate care of yourself away from work.*

2. MEANINGFULNESS OF YOUR WORK

(Good)

Part 2 (Self Side)

This indicator measures the degree of meaningfulness a person's primary work has for them. "Meaningfulness" basically means job satisfaction, or the extent that our work is fulfilling and enjoyable. This work can be a full time job, volunteer work, taking care of the family, a student in school, etc. Those with strong scores on this indicator will strive more diligently and for a longer period of time to make a poor work environment satisfying and fulfilling enough. Since so many hours of our lives are spent doing some kind of work, it is important that our work be a positive in our lives.

Often an indicator of a good manager, leader, or teacher will be the outlooks and attitudes of those under their "supervision". That person is probably trying consciously and strategically to create an environment for others that is fulfilling and meaningful in some way. Managers who help make work meaningful for others have more than likely found their own work to be rewarding and fulfilling. A good question for a manager with a high turnover rate is to ask

those who are leaving how fulfilling and enjoyable they found their work. How could their job satisfaction have been increased?

Your score on this indicator is **GOOD**. You are apparently finding your work role a satisfying and important part of your life. If you can help those who work with you or who report to you find a similar kind of job satisfaction, you will have contributed an important element to their lives.

3. VALUING ONE'S WORK AS AN IMPORTANT END

(Good)

Part 2 (Self Side)

You have a **GOOD** score in this area. You have an awareness of the importance of work in our lives. You value your work as one of the important roles in your life. A good score in this area also indicates a strong work ethic and a high degree of reliability. This indicator is critical in the hiring process because it reveals how likely the person is to bring with them a positive attitude towards work.

4. SENSE OF ORDER AND ORGANIZATIONAL ABILITY

(Strong)

Part 2 (Self Side)

This score indicates the degree to which a person can generally see some organization in what can seem disjointed, random, and even chaotic events and circumstances. Most people experience times in which their lives seem more organized and coordinated, and other times when chaos seems to reign. This is true no matter what the score is on this scale. However, if the score is stronger there would be fewer of these disorganized times; if the score is weaker, there would be more.

Scores of Good and Strong reveal appropriate levels of organization *most of the time*. Many people will be surprised a bit when they see strong scores in this range because their daily lives may not seem this organized. This may mean that they have too much to organize at certain times, not a lack of organizational skills.

People with scores especially strong can tend towards a need for too much organization, both conceptually and in daily activities. There may be a bit of what is often described as obsessive-compulsive behavior or “over organization.” Some give immense energy to trying to keep everything under control.

At the other end, weaker scores raise an issue of “clutter” and stress—both are direct detriments to good judgment. Therefore, anything we can do to reduce “clutter” will result in better organization. Instead of trying to spend so much time organizing “more and more stuff,” we should be trying to reduce the “more”. Better organization will naturally take place. In our personal lives, this probably means fewer things to keep up with. On an organizational level, it at least means fewer meetings.

In terms of the “personal” dimension, this indicator conveys the presence of a very specific principle—a sense of duty. Sense of duty is a sense of “who I *ought* to be.” When scores move into the weaker categories, this sense of personal “*oughtness*” is not experienced as strongly. Some people clearly have more of this sense than others.

Weaker scores are sometimes an indication of a lack of self-discipline. Lack of self-discipline is often the culprit that allows disorganization to take over and get well out of hand.

Your score in this area is **STRONG**. You are likely to have a good sense of your life being well-structured and organized, and even during periods of disruption you will seek ways to make order out of what some might see as chaos. With a good score, keeping appointments on time, maintaining a neat environment, and liking some kind of organizational structure are likely to be important to you. **A warning: the stronger your score, the greater the danger that you can value “structure and order” over everything else.**

5. BALANCE IN MEANINGFULNESS OF ROLES, VALUE OF WORK, AND SENSE OF ORDER

(Good Balance)

Part 2 (Self Side)

This indicator is a measure of the sense of proportion and balance among three sub-dimension indicators. It reflects the degree of balance between how much we see ourselves relative to the meaningfulness of our work, the value we place on work, and our sense of order and self-organization (and self-discipline).

The first score, discussed more fully under Part 2, **2. Meaningfulness of Your Work**, indicates the degree to which we recognize our own identity and the meaningfulness of our roles in the world. The second score is connected to how much we feel committed to the practical value of work, our desire for outstanding performance and achievement, and our work ethic. It is discussed under: **3. Valuing One’s Work as an Important End**. The third score reflects the level of our appreciation for order and organization and to some degree our self-discipline. It is discussed under: **4. Sense of Order and Organizational Ability**.

The chart shown below provides an insight into how you view yourself by visually demonstrating the degree of strength of each of these areas, as well as the degree of balance among the three. Taken together, the strongest of the three scores indicates which area you will find most important to you.

A good score on this indicator simply means there is a good balance and proportion between the sub-indicator scores, but *it does not tell us the strength* of any of the three sub-scores. As an example, good balance will occur if the three scores are close to each other, even if they are all in the Needs Significant Development range. The chart helps you to see more clearly the **strength** of each of the three sub-scores

The overall category result is: **Good Balance**

BALANCE IN MEANINGFULNESS OF OUR ROLES, VALUE OF WORK, AND SENSE OF ORDER					
	Needs Significant Development	Needs Development	Needs Attention	Good	Strong
MEANINGFULNESS OF YOUR WORK				◆	
VALUING ONE'S WORK AS IMPORTANT				◆	
SENSE OF ORDER AND ORGANIZATIONAL ABILITY					◆

6. ROLE IDENTITY AND CAPACITY FOR DEALING WITH CHANGE

(Intermediate Role Identity)

Part 2 (Self Side)

This indicator can best be understood as measuring two different facets of one's sense of self. One is the strength of our *role identification*, that is, how much we tend to identify ourselves by the key roles we play in the world. People with minimal role identity seem to have a greater sense of their own independence from any particular roles they have. The further away from a minimal role identity the score moves, the more likely one is to define themselves according to the kind of work they do and the position they have.

Secondly, those who have minimal role identity are often more able to handle various kinds of changes they face. The stronger one identifies with their role, the more resistance to change one may have, especially if one perceives a threat to one's key roles. For instance, losing one's job or having to change jobs can be very distressful, not only for men, but more and more for women also. The "empty nest syndrome" is a commonly used term that refers to the sense of loss and even emotional upheaval that some people experience when the last child leaves home. Sometimes even having to move out of the neighborhood where we have so many friends and contacts can seem almost overwhelming, while some people seem quite ready to embrace new places, look for new experiences, etc.

X **NOTE:** Sometimes scores indicating very strong role identification can also be viewed in a positive light. Some people find such high meaning and purpose in what they do that their work or family roles become viewed as almost a “calling.” For these people a vocation is often an avocation; their work role is also their hobby. The danger here is that loss of those key roles can be especially painful, and even depressing. Consider how many people experience a sense of loss and even disorientation after they’ve retired.

Your score resulted in an **INTERMEDIATE ROLE IDENTITY**. You have an ability to deal effectively with change, when change is necessary, yet you will often find comfort in your roles. Work roles or other roles can be very important to you, but you should be able to handle things even if job responsibilities change or if other significant changes take place. Your score result provides you with a good degree of role/change balance.

7. ABILITY TO SOLVE PERSONAL PROBLEMS

(Strong)

Part 2 (Self Side)

This indicator measures a person’s ability to solve personal problems. A good score indicates there is usually a good internal dialogue taking place about various options for dealing with a problem. People with a good score spend conscious time reflecting on what possible courses of action to take and then move to deal with whatever issue they are facing.

Your score shows you are **STRONG** in this area.

The downside of very strong scores is that people with this result often rely almost too exclusively on their own thinking. They often find it difficult to ask other people for advice and help. This tends to be especially true with males who have very strong scores. To be independent and aggressive in solving problems after a good internal dialogue is clearly a positive. On the other hand, not to seek advice and help in some situations can result in some serious, negative consequences. There are countless examples from businesses where someone let a problem get out of hand and become disastrous because they were reluctant to admit there was a problem they couldn’t handle.

8. ABILITY TO SOLVE PRACTICAL PROBLEMS FOR ONE’S SELF

(Strong)

Part 2 (Self Side)

The focus for this indicator is the degree to which one is likely to be able to solve every day, practical problems for themselves. Some people will be strong handling both personal problems and practical problems, while others will be stronger in one rather than in the other.

The kinds of practical problems we face are sometimes simple matters such as being able to fix a leaky faucet, figuring out how to change a tire, or carrying out some more or less mechanical task. The problems can be as simple as how to place furniture in a room to the best advantage.

Certainly a part of our ability to handle some of these kinds of situations depends in part on our past experiences and how much we have been taught. Still, there are some people who seem to have a real capacity for figuring how to handle and even solve such commonly occurring situations.

Your score on this indicator is **STRONG**. It shows that you are pretty good at coping with practical issues. In some cases, however, you may still want to get input and advice if the problems you are dealing with are of a highly technical or complex matter (such as a computer failure). For some people a strong score here can be reflected in their reluctance to call for help. They will tend to see a difficult, practical problem as a puzzle to be solved, a challenge to be overcome, and will persist even against all kinds of evidence that they could use some help. Just be aware whether you have that tendency. You can save yourself some frustrations if you can admit you could benefit from outside help on occasions and that doing so is not a sign of weakness. Actually, such action will strengthen your strength.

9. CONCERN AND CARE FOR ONE'S SURROUNDINGS

(Strong)

Part 2 (Self Side)

This indicator reflects the extent one is concerned about the treatment and care of one's environment, whether it be an immediate work space or a larger environment. This concern can be exhibited in the relationships one displays towards nature. There can also be a moral dimension to this in the sense that how we take care of our surroundings can have significant impact on others, both immediately and in the future.

For instance, if a worker leaves dangerous debris lying around in a workspace, that can be a potential danger to himself and others. People who throw cans and trash out of their cars onto the roadside are insensitive to the impact they are having on the landscape. In some instances, really weak scores for those in dangerous work places can have implications related to risk management considerations. Today there are numerous examples of having to clean up contaminants left by companies who did not have a very high concern for how they were disposing of waste products.

For those working in the medical field this score can be especially important. How one handles medical wastes or any kind of toxic materials has enormous consequences and implications, both for oneself and others.

Your **STRONG** score reflects that you are aware of the importance of taking proper care of your surroundings, and that concern may also exhibit itself in even global dimensions as well as in your immediate environment.

10. SENSE OF WHAT IS IMPORTANT**(Strong)****Part 2 (Self Side)**

This indicator measures a person's capacity to discern what is important within both the work environment and within the personal side of their life. People who score well on this indicator typically will have a well-developed sense of what should and what ought to be done. Someone with a Strong score here expects a lot of satisfaction from their work and probably finds what they are doing rewarding. They are also capable of recognizing at any given moment what is most in need of attention and action. In other words, they can prioritize well when facing situations that dictate having to make choices regarding what needs to be done first.

This indicator pertains to a point well-made in Stephen Covey's book, ***First Things First***. Covey makes a distinction between people who have a sense of what is really important in their lives and those people who are usually so rushed and overwhelmed that a sense of urgency seems to surround everything they do. An example of the latter is those people who plan too many activities for their vacation and come home exhausted from being on the run all the time.

For those people who do not get a lot of personal satisfaction from their work it is important that they find activities outside their work that give them a sense of fulfillment and purpose.

Actually, it is important for everyone to have activities that are personally satisfying. Those activities can include hobbies, sports, play, volunteer work, or just relaxing—whatever helps round out and refresh one's life.

Obviously everyone has times, both at work and outside work, when things get hectic and there never seems to be enough time to get everything done. In those moments, having the ability to pick the *Most Important* from among the *Important* can be critical.

Your score on this indicator was at the **STRONG** end of the scale. You have the ability to see what needs to be done first. You also have a strong sense of what ought to be done in human terms given certain situations, even if such action isn't always possible. ***A word of caution: people with real high scores here can suffer burnout if too many conflicting demands and "priorities" are constantly being handed to them. This score can suffer also if one does not get enough things to do in their job that are satisfying and regarded as important.***

11. SELF-CRITICISM – SELF-EXPECTATION – BEING TOO HARD ON SELF

(Strong)

Part 2 (Self Side)

This indicator measures *the intensity of a person's self-expectations and how critical they are of themselves*. For many people this is one of their weakest scores on the Judgment Index™. When one has overall good scores on Part I on the work side, a weak score here may reflect a strong desire to achieve, to do a good job. Weaker scores almost always indicate a negative perfectionism and an attitude of never doing a good enough job. Often people who have weak scores here will affirm that no matter how many things they do right during the day, the one thing they didn't do perfectly is the thing they keeps them awake at night.

Your score indicates an area that is **STRONG** and that you have a very positive image of who you are and what you are capable of. Strong scores indicate ability for self-affirmation and the ability to say "I'm OK." You will be less likely to be too hard on others or experience any major degree of job burnout.

12. ABILITY TO HANDLE CONFLICT AND BE APPROPRIATELY ASSERTIVE

(Strong)

Part 2 (Self Side)

Your scores on this indicator are **STRONG** and reflect a very appropriate level of assertiveness. The ability to manage conflict in a positive way is extremely important in organizations where honesty and openness about serious matters are essential to the health of the organization. In addition, top managers frequently have to deal with some employees who don't take their work very seriously, do not carry out their duties, or do not follow policies and procedures.

There are times when *one must be willing to confront an issue in a polite but direct way*. Using body language, subtle verbal hints, or other such indirect approaches are not likely to change someone's behavior and are essentially a *conflict avoidance* strategy. Those with really weak scores in this area may even be in denial that problems exist. Also, dealing with complaining or belligerent people can be very upsetting and distressful. Studies have shown that people with strong scores in this area are usually good in customer relations.



NOTE: *It will help you "play well in the sandbox with others" to understand that some people with strong assertiveness scores can at times be overly forceful about their views and opinions.*

13. STRENGTH AND CONSISTENCY OF VALUES AWARENESS

(Strong)

Part 2 (Self Side)

This scale serves as a measure of how strong and consistent a person's personal value system is likely to be. We all have certain beliefs about what is right and wrong, what is good and bad, what we ought to do and what we ought not to do. A basic assumption is that we each have a pretty clear idea of what for us is right and wrong, even if we don't always follow what we believe. Those beliefs and values may include a wide range of areas: religious, moral, and ethical. They may include such simple things as our basic notions of what is *just* and *fair*.

The more we are certain of what we believe and value, the more likely we are to feel motivated to act according to those values. Also, we are more likely to feel guilt when we violate those basic, underlying assumption about what is right.

For some people, however, their ideas about what is right and wrong are not firmly fixed. They may frequently experience "value confusion" in certain situations. This does not mean that such a person will automatically be immoral or unjust, or do something unethical. It simply means that they can be more easily pulled in different directions because of their inner uncertainties.

Also, having a relative strong and consistent notion of what is right and wrong does not guarantee that a person will do what is right or moral. Thus, this scale measures one's "clarity and consistency of ethical and moral awareness" rather than how moral or ethical one actually is.

Your score on this scale is **STRONG**. You have a pretty good idea of what your standards of behavior, both regarding yourself and others, are. If you fail to follow these standards you are likely to feel some degree of failure or even guilt, depending on how serious you regard the misstep. You may also be fairly upset with others who do things that you do not approve of.

You need to be aware that the strength you have here can sometimes manifest itself as intolerance for others who don't share your particular value system. This does not mean that you have to compromise on matters you believe to be absolute, but you need to remain open and willing to listen to other points of view without dismissing them out-of-hand.

Also, the very strength you possess may sometimes create problems for you. For example, you may be one of those people who find it difficult to keep a confidence if asked a direct question by an outsider because you feel that saying you don't know something would be "telling a lie," or you will at least feel guilty about misrepresenting how much you really know.

14. POSITIVE ATTITUDE AND MANAGING STRESS IN ONE'S PERSONAL LIFE

(Strong)

Part 2 (Self Side)

This scale is very much like number 14 on Part 1, which measures positive attitude and how well one is managing stress in the workplace. This one measures a person's general positive-negative attitude and coping skills as they relate to the personal side of a person's life. This indicator also gauges the degree to which one is experiencing stress at this moment. Attitude is one of the most important components of the modern life. If one has a positive attitude it helps them to have a more enjoyable experience in their life. Even when things are not perfect and when there seems to be an overabundance of things to be done, a positive outlook helps us make the best of the situation.

This indicator is one of the most sensitive and quickly moving on the Index. The scores for this item can change quite a bit, depending on the kind of events and challenges one is facing. Therefore, generally strong and good scores on the rest of the Index shows the person is handling stress well.

Someone with a weak score here should not be too concerned. It may well be that a temporary situation has been encountered which can be resolved and gotten beyond. Even in the face of a great deal of stress some people have good coping skills. Those who have good coping skills will find their scores moving back to a positive level once they have been able to handle the adversity.

It is helpful to remember that work-side and self-side scores can eventually impact each other. Excessive stress in the workplace that persists for a lengthy period can begin to have consequences on the personal side. Also, excessive stress on the personal side that lasts for long periods may begin to weaken score results on the work side.

*Your scores on this item are **STRONG**, which indicates that you are currently handling any stress in your personal life very well.*

15. CORRELATION INDEX-RHO

(Strong)

Part 2 (Self Side)

The Correlation Index (Greek rho) is a composite mathematical indicator of the consistency and overall validity the second part of the Judgment Index™. Your score on this indicator is **STRONG**.



BALANCE OF JUDGMENT

Most of the indicators found in this report deal with strength. Not the kind of strength found in muscle, but the kind of strength shown in *good judgment*. And yet, while strength of good judgment is important, it is equally important to have *balance* in judgment. Strength, when taken to an extreme, often becomes a weakness.

The words composition and transposition can be used to describe the balance factors relating to judgment. A composition occurs when something is *overvalued*, and a transposition occurs when something is *undervalued*. For example, if I overvalue food (composition) I may become a glutton, but if I undervalue food (transposition) I may not have adequate nutrition. If I overvalue work (composition) I may become a workaholic and ignore my family and myself - leading to stress, unhappiness, loss of health, loss of my family, etc. If I undervalue work (transposition) I may not work hard enough to support myself or my family. A better alternative to either a composition or a transposition is to have a proper **balance of judgment**.

There are six balance indicators. The first three indicators related to your Part 1, Work-side judgment are balance of judgment regarding People/Relationships, Work/Tasks, and Big Picture. The three related to your Part 2, Self-side judgment are balance of Self-Esteem, Balance of Self-Concept, Role Satisfaction, and Balance of Self-Image, Self-Motivation.

BALANCE OF JUDGMENT: PEOPLE AND RELATIONSHIPS

(Good - Slight Overvalue)

Part 1 (Work Side)

Your **GOOD** scores reflect an ability to be fairly well-balanced in your treatment of others. This reflects that you have a good level of respect for and positive attitudes towards others. However, you do have be aware that you may have times when *you give people too much of the benefit-of-the-doubt* and *too quick to accept excuses*.



You may find it difficult to make decisions that affect people such as initiating change, correcting behavior, disciplining, or even terminating one's employment. If this is the case, it will help you to conceptually relate to others on a "three strikes and you're out" concept.

BALANCE OF JUDGMENT: WORK AND TASKS

(Needs Attention - Moderate Undervalue)

Part 1 (Work Side)

Your scores reflect that you are out of balance in regard to your treatment of work in ways that may be detrimental to you and to others you may be working with. You are “out of balance” because there is *too little attention* to work responsibilities, commitments, and obligations. You may find yourself only marginally fulfilling expectations, suffering from procrastination, and sense that you are simply unable to get serious about work. It is an area that **NEEDS ATTENTION**.



There are likely to be negative factors influencing your behaviors and attitudes, especially if your lack of attention to work is new. Try to understand what these factors are, and how they might be diminished. If these negative tendencies can be corrected now, you may avoid sliding into habits that will bring you unwanted attention. Bad habits and lack of attention to work will threaten your potential and ability to remain in the work setting (i.e. employed or in school).

X NOTE OF INTEREST: There are many successful people who have a tendency to undervalue certain aspects of judgment related to work and task accomplishment. They understand that while getting things done is important, they can best get more work accomplished by enlisting an assistant or other person to handle the things in which they aren’t very good and perhaps don’t enjoy doing. This tactic works well if you are fortunate to be in a position to hire an assistant. If not, please re-read the last sentence in the paragraph above!

BALANCE OF JUDGMENT: TREATMENT OF IDEAS

(Good - Slight Undervalue)

Part 1 (Work Side)

Your scores reflect an ability to be fairly *well-balanced* in your treatment of ideas. Even though your score result is **GOOD**, you should guard against *under-thinking* things. Don’t limit or restrain conversation when others still have additional comments to make. When making decisions and solving problems, there will be times when you fail to *consider or see* a wider range of possibilities, options, or “plan B” opportunities. You need to “police” this tendency, but just recognizing this as a possible issue will be motivation enough to keep you searching for those other – and potentially better, options and other possibilities.



X Important:

1. Before leaving the Part 1 Balance Indicators, it should be noted that in addition to reviewing those three indicators individually, it is very important to look at them in combination with each other – especially when all three are in the highly desired STRONG range of balance.

When all three Work-side Balance Indicators are **STRONG**, a person will project and exhibit to others that they can be trusted. This shows a consistent and dependable *balance* in regard to people, tasks, and ideas. Such balance is a key ingredient of an effective **leader** and is a quality worth striving to achieve.

2. The Part 2 Self-side Balance Indicators have an increased level of complexity. The three balance indicators are termed **Self-Esteem**, **Self-Concept**, and **Self-Image**. These terms represent three different ways of how one views himself/herself.

BALANCE OF JUDGMENT: SELF-ESTEEM

(Strong)

Part 2 (Self Side)

Your **STRONG** score reflects a substantial level of positive self-esteem. In using the term “self-esteem” we mean the worth, value, or regard one has for their own self. A healthy self-esteem and self-confidence are vitally important to success and happiness. It is not an area to neglect or let others control. People who respect themselves and who exhibit self-confidence will discover that others will respect them too.



Bob, your strong score on this indicator is “unusual” in the sense that it is not seen very often. Congratulations. Strength in this area *carries with it a positive leadership impact*. It means that you will tend to do things in a *self-confident* and *self-assured* manner. People who exhibit self-confidence and self-assurance will have better results in the things they do.

People who are fortunate enough to score in this range tend to have a self-confidence that is neither egotistical and “loud” nor “shy” and quiet; they are balanced, natural, and secure within their selves. You should try to understand why your score is strong. Is it that you have “positive self-talk”? Do you surround yourself with people that are positive and help keep you balanced? Did you have strong role models who believed in you when you were growing up? Whatever it may be, try your best to keep your self-esteem and self-confidence strong – it won’t happen by itself.

“No one can make you feel inferior without your consent.”

- Eleanor Roosevelt

“It ain't what they call you, it's what you answer to.”

- W.C. Fields

“Too many people overvalue what they are not and undervalue what they are.”

- Malcolm S. Forbes

BALANCE OF JUDGMENT: SELF-CONCEPT, ROLE SATISFACTION

(Strong)

Part 2 (Self Side)

Your **STRONG** scores indicate that you are very well-balanced in regard to your Self-Concept and Role Satisfaction. The scores for Self-Concept and Role Satisfaction are a measure of the degree of engagement and investment that you have in the roles you are pursuing in your life. Don't confuse the term Self-Concept with the terms Self-Esteem or Self-Image (these two have their own scores and narrative in this report).



Balance is always a desirable score and indicates a very high and positive level of satisfaction you get from the various roles in your life. The roles that are measured are those in both your *work* and *personal life*. *To a certain extent, roles help define who you are.* Role examples are: manager, department head, employee, care-giver, student, husband/wife, parent, son/daughter, little league coach, choir director, volunteer, etc.

Do your best to understand why you are so well-balanced, and then do what you can to keep them that way.

BALANCE OF JUDGMENT: SELF-IMAGE, SELF-MOTIVATION

(Strong)

Part 2 (Self Side)

Self-Image relates to the way that we “image” or “imagine” ourselves *in the future* in terms of the *Self* that we want to be – the self we project and prefer ourselves to be. We gain a great deal of motivation, direction, and self-discipline from these projections. Your scores indicate that your balance in regard to Self-Image is **STRONG**. It is an ideal result that reflects a well-balanced level of motivation.



Your healthy self-image and level of motivation means you will be able to sustain the necessary energy and drive to enable you to achieve the goals you set for yourself. Your scores show that

the goals you set for yourself are believable and achievable and will enable you to experience successful results.

Get the most out of this information

Now that you have read your results, look back at the assessment score beside each indicator. A score that is **Strong** indicates an area of judgment upon which you can rely and trust. Simply knowing that will enable you to move forward in those areas with confidence. An area where you may have scored **Needs Attention**, **Needs Development**, or **Needs Significant Development** reflects an area where you need to improve your skills. It is also good to look at strong areas for suggestions on strengths that at times can be too strong. You should focus on these areas in your **Individual Development Plan**.

PERSONAL NARRATIVE SUMMARY RESULTS
JUDGMENT TYPE: DIPLOMACY/MEDIATING/FACILITATING
PART 1 - WORK SIDE RESULTS

Overall People Insight	Strong
Overall Work-Task Abilities	Good
Overall Big Picture	Good
1. Capacity to Notice and Sense	Good
2. Acceptance of Others and Tolerance of Differences	Good
3. Work Ethic and Trainability	Needs Attention
4. Big Picture - Ability to Make Conceptual Relationships	Good
5. Problem Solving Balance and Conceptual Clarity	Gray Area(s)
6. Realism – Idealism Orientation	Moderately Idealistic
7. Compassion and Caring	Strong
8. Dependability / Reliability	Good
9. Use Big Picture Strategic Insight Skills	Strong
10. Problem Solving Ability	Good
11. Dealing with Difficult People and Situations	Good
12. Focus and Concentration	Good
13. Following Directions	Needs Attention
14. Positive Attitude and Managing Stress in the Workplace	Needs Development
15. Correlation Index-Rho	Strong

PART 2 - SELF SIDE RESULTS

Individual Uniqueness – Sense of Self	Strong
1. Self-Care and Self-Regard	Strong
2. Meaningfulness of Your Work	Good
3. Valuing One's Work as an Important End	Good
4. Organizational Ability	Strong
5. Balance in Meaningfulness of Roles, Value of Work, Sense of Order	Good Balance
6. Role Identify and Capacity for Dealing with Change	Intermediate Role Identity
7. Ability to Solve Personal Problems	Strong
8. Ability to Solve Practical Problems for One's Self	Strong
9. Care for One's Surroundings	Strong
10. Sense of What is Important	Strong
11. Self-Criticism – Being Too Hard on Self	Strong
12. Ability to Handle Conflict and be Appropriately Assertive	Strong
13. Strength and Consistency of Values Awareness	Strong
14. Positive Attitude and Managing Stress in One's Personal Life	Strong
15. Correlation Index-Rho	Strong

BALANCE OF JUDGMENT RESULTS

Balance of Judgment: People and Relationships	Good
Balance of Judgment: Work and Tasks	Needs Attention
Balance of Judgment: Treatment of Ideas	Good
Balance of Judgment: Self-Esteem	Strong
Balance of Judgment: Self-Concept, Role Satisfaction	Strong
Balance of Judgment: Self-Image, Self-Motivation	Strong

Notes:

KEY STRENGTHS

Bob, the list below outlines areas of the Judgment Index™ that highlight your core strengths. Not every area you scored as strong may be listed – only those areas deemed most key for you. As has been stressed in other parts of this report, these strengths are ones you should trust and believe. You will be more effective and confident in the things you do when they relate to these areas. Just because you may feel you haven't had to work hard to gain these strong points, do not fool yourself into believing that these are not special and that everyone is equally good. We encourage you to think about these areas and why they are strong. Use this process to maintain that strength and to perhaps develop areas you may have scored less strongly. It will make you better.

- ◆ Overall People and Relationship Abilities – People Insight
- ◆ Balance of Judgment: Self-Esteem
- ◆ Balance of Judgment: Self-Concept, Role Satisfaction
- ◆ Balance of Judgment: Self-Image, Self-Motivation
- ◆ Positive Attitude and Managing Stress in One's Personal Life
- ◆ Sense of What Is Important
- ◆ Self-Criticism – Self-Expectation – Being Too Hard On Self
- ◆ Ability to Handle Conflict and Be Appropriately Assertive
- ◆ Self-Care and Self-Regard
- ◆ Ability to Solve Personal Problems

KEY OPPORTUNITIES TO IMPROVE AND STRENGTHEN

Bob, the areas shown below provide you with a quick view of the areas you can apply a bit of energy to develop and gain strength. Very few of us are strong across the board and the fact is most of us have room to grow and develop. Simply being aware of these weaker areas will make you better, keep you from making mistakes, and encourage you to ask others for advice in situations when these come into “play”. The beauty of judgment is that it can be developed and made stronger. The results on this assessment are not who you ARE for all time. Simply view these weaker points as areas to not get trapped by, and then work on them in a consistent manner. You may not always be perfect, but at least you will know where to begin your journey to improvement.

- ◆ Positive Attitude and Managing Stress in the Workplace
- ◆ Balance of Judgment: Work and Tasks
- ◆ Following and Valuing Directions
- ◆ Handling Practical Tasks, Work Ethic, and Trainability

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