



Executive Achiever® Assessment Report

Report prepared on: **Joe Sample**
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Report Type: Chief of Police



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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



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Mental Aptitudes

Mental Acuity



Mr. Sample is high in Mental Acuity, indicating he is a very fast thinker with a high degree of critical thinking ability. He has excellent problem solving capabilities and can reason through and make good decisions based on knowledge, intuition and reasoning skills. He will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms



Joe has an average understanding of business terminology obtained either on the job or in a business class.

Memory Recall



Mr. Sample has a superior knowledge of events happening in the world around him and should be strongly aware of competitive trends, as well as the economy's effect on business.

Vocabulary



Mr. Sample's language skills are good and should enable him to communicate effectively with others.



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Numerical Perception



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.

Mechanical Interest



Mr. Sample's level of interest in mechanical devices is average.

Personality Dimensions

Energy



Mr. Sample has a well-balanced tension and drive level. He can energetically tackle a project, but remains calm enough to maintain his level of concentration if the task requires strong concentration.

Flexibility



Joe can be innovative and creative, but will also be concerned about the quality of the products and services provided by the company. He can generate new approaches to problems and enjoy the challenge of finding new uses for existing applications, but will also be focused on his goals and concerned that the reputation of the company is not harmed. He can be a flexible, free-thinker who adapts easily to change and is able to handle multiple demands and assignments, but also possesses good ethics and a sense of integrity.



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Organization

1	2	3	4	5	6	7	8	9
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Mr. Sample prefers to organize projects and plans in advance. He makes good use of the time and resources made available to him to reach organizational goals and priorities. He still likes the freedom, however, to reschedule his day to accommodate emergencies or problems.

Communication

1	2	3	4	5	6	7	8	9
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Joe has a closed style of communication. He seldom articulates thoughts, ideas or feelings, and may feel uncomfortable interacting with others. He can be productive, provided he works in an environment free of interpersonal demands. If forced to communicate, he will tend to be very cautious and will rarely initiate upward communication.

Emotional Development

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample has a good level of confidence, but may at times be a little unrealistic in what he expects from himself and others. He will work diligently and expects others to do the same, but can become frustrated if he expects too much to happen within too short a period of time.

Assertiveness

1	2	3	4	5	6	7	8	9
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Joe will express his opinions and effectively and professionally defend his decisions and ideas when challenged, but is also willing to consider the ideas of others. He will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.



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Competitiveness

1	2	3	4	5	6	7	8	9
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Mr. Sample is a team player who does not have a strong sense of competitiveness. He believes that competition is good, but, when over-emphasized, can harm relationships and ruin harmony in the office or work environment. Job satisfaction is measured, in part, by the good relationships he has built.

Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

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.

Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Joe is a cautious, analytical individual who does not take much at face value. He will probe and analyze situations in order to better understand the situation and this causes him to be an informed decision-maker. At times, however, collaborative efforts with others could suffer because of his skepticism.

Motivation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Security, rather than recognition for achievement, is Mr. Sample's primary motivator on the job. He appreciates working for a company which can provide him income security, long-term benefits and predictable working hours in a stable environment free from risks. He will put in occasional long hours and extra effort to complete a project successfully, but will do so more out of a feeling of insecurity rather than a desire to be recognized for achievements.



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Validity Scales

Distortion



Mr. Sample is reasonably fair in assessing his strengths and weaknesses. He has some characteristics that he is not completely happy with and tends not to show others. The validity may be slightly affected by his indirect answers.

Equivocation



He has scored within our acceptable equivocation range.



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ScoreSheet

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Mental Aptitudes

		1	2	3	4	5	6	7	8	9		
Mental Acuity	Slow to Learn					[•	•	•	8	Fast to Learn	
Business Terms	Uninformed						6				Knowledgeable	
Memory Recall	Unaware						[•	•	•	9	Aware
Vocabulary	Limited				[•	•	6	•			Strong
Numerical Perception	Imprecise				4		[•	•	•	•	Accurate
Mechanical Interest	Indifferent						6					Interested

Personality Dimensions

		1	2	3	4	5	6	7	8	9	
Energy	Restless				[•	5	•	•]	Calm
Flexibility	Flexible				4	[•	•	•	•	Rigid
Organization	Disorganized				[•	•	6	•]	Planful
Communication	Reserved	1				[•	•	•]	Interactive
Emotional Develop.	Impatient				4	[•	•	•]	Tolerant
Assertiveness	Cooperative					[•	6	•	•	Authoritative
Competitiveness	Team Player			3	[•	•	•	•]	Individualist
Mental Toughness	Sensitive		2			[•	•	•	•	Tough
Questioning/Probing	Trusting				[•	•	•	•	8	Skeptical
Motivation	Security			3		[•	•	•	•	Recognition

Validity Scales

		1	2	3	4	5	6	7	8	9		
Distortion	Frank Answer	[●	—	●	—	●	4	—	●]	Exaggerates
Equivocation	Chose Alternate	[●	—	●	—	●	5	—	●]	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 are areas of concern.

NOTE: Areas with dots and brackets [• — •] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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Management Competencies

Accountability/Ownership

1	2	3	4	5	6	7	8	9
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Mr. Sample 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.

Challenge the Status Quo

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

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.

Collaboration/Integration

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

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.

Creativity/Innovation

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample can be a 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.



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Customer/Market Oriented

1	2	3	4	5	6	7	8	9
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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.

Energy/Enthusiasm

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

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.

Strategic Thinking

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample 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.



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Leadership Knowledge

Attitude/ Leadership Personality

1	2	3	4	5	6	7	8	9
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Mr. Sample has an excellent understanding of the necessity for a positive attitude and good self-confidence in a leadership role, and continually works to develop and maintain both. He understands the importance of being able to bounce back quickly from problems and other obstacles he may face as a leader, and is able to deal with difficult situations with ease. He has certain ethical standards he keeps and has clearly defined, for himself, what being a leader means.

Time Management

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

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.

Planning

1	2	3	4	5	6	7	8	9
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He has a strong 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. He has a well-developed understanding of the responsibility planning bears with it, as well as its significance in the overall success of the organization.

Organizing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample 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.



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Staffing

1	2	3	4	5	6	7	8	9
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Joe has a very strong understanding of the staffing process in leadership, as well as the principal focus of staffing. He thoroughly understands the difference between aptitudes and behaviors, as well as the difference between skills and competencies. This knowledge and understanding of the staffing process enables 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.

Leading

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Mr. Sample 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.

Facilitating

1	2	3	4	5	6	7	8	9
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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.



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Management Competencies & Leadership Knowledge

Management Competencies Scoresheet

Management Competencies									
	1	2	3	4	5	6	7	8	9
Accountability / Ownership					5				
Challenge the Status Quo					5				
Collaboration / Integration				4					
Creativity / Innovation					5				
Customer / Market Oriented						6			
Energy / Enthusiasm					5				
Strategic Thinking						6			

Leadership Knowledge Scoresheet

Leadership Knowledge									
	1	2	3	4	5	6	7	8	9
Attitude / Leadership Pers.								8	
Time Management								8	
Planning							7		
Organizing							7		
Staffing									9
Leading								8	
Facilitating									9



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Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. 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.



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Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

Describe a circumstance in a prior job when a project would have been more successful had communication between the team members working on the project been better. What could or should you have done to have facilitated better communication within the team?

Describe the most common way you communicated with others in your last job. Did you communicate orally or in writing? Did the actual communication come easily? Was it company policy that you communicated in this manner, or your own preference?

Think about an outstanding achievement you reached in your last job, with the help of others. How much of that success do you believe was due to the way you communicated with the others involved?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Interpretive Guides

Does the candidate understand the importance of team work? Does it appear the candidate has worked well as part of a team in the past? Does the candidate tend to place blame on others for his or her own actions?

Does the candidate understand the importance of communicating with others? Is the approach the candidate has taken in the past to communicate logical and effective? Does it appear the candidate has the ability to be flexible as far as methods of communication are concerned?

Is the candidate willing to give credit to others for his or her success? Does the candidate agree that communication played an important part in his or her success?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Was it difficult to get this candidate to "open up" and talk during the interview?



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Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.



Probes

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?



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Interview Questions for Mental Toughness

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.



Very strong
evidence of skill
is not present



Strong
evidence of skill
is not present



Some
evidence of
skill is present



Strong
evidence of
skill is present



Very strong
evidence of
skill is present

Probes

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?

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

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

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

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?

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?

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 unpleasantities?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?



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Interview Questions for Questioning & Probing

Questioning/Probing - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.



Probes

Describe how you maintained a positive attitude in your last job. Is maintaining a positive attitude important to you?

Tell me about a time when you allowed distrust to come between you and a co-worker. What did you do to rectify the problem?

Thinking back to your previous job or jobs, what one problem stands out in your mind regarding a manager or supervisor you had? Describe the problem and how you coped with it.

Tell me about a problem you resolved in your last job by using shrewdness and analytical skills. What would the outcome have been had you not asked questions and probed?

Interpretive Guides

Does the candidate appear enthusiastic and positive? Does the candidate have the ability to overcome negative thoughts in order to maintain a positive attitude?

Does it appear the candidate understands the need to trust others? Was the candidate able to rectify the problem and if so, does he or she admit that cynicism is a personal problem?

Does the candidate appear to be overly critical of management? Did the candidate become louder or appear angry when discussing a prior manager or supervisor's demeanor? Was the candidate willing to accept any of the blame for the problem?

Does it appear the candidate utilizes his or her probing skills to their best advantage? Does the candidate have specific steps to take when problem-solving. Would the outcome have been significantly different had the candidate not probed and questioned?



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Interview Questions for Motivation

Motivation - Measurement of the individual's achievement orientation and internal motivation to initiate changes and take risks in order to advance.



Probes

Tell me about a prior job in which you were highly motivated and enthusiastic about coming to work each day. What one part of the job kept you motivated?

We've all had days when we only wanted to do what we had to do and little more. Tell me what, in your prior job, motivated you to do more than was expected.

In your prior job, what was your greatest worry or fear? How did you deal with that worry or fear?

Regarding compensation plans in prior jobs, what type of compensation plan did you most enjoy? If money was not an issue, what type of compensation plan do you believe you would most enjoy?

Interpretive Guides

Does the candidate have a clear understanding of what personally motivates him or her? Will these motivating factors be available to the candidate in this position?

Does it appear the candidate is able to motivate him or herself easily? Does the candidate expect more in the way of motivating factors than is realistic or available in this position?

Does it appear the candidate worries unduly about job security? Are the candidate's worries and fears realistic? Does it appear the candidate has good coping skills to handle stress, worry, fear or change?

Will the candidate have the same type of compensation plan he or she desires? Are the candidate's ideas of an ideal compensation plan realistic and attainable in this position?



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Development Suggestions

Introduction

The following Personal Development Suggestions may assist in prioritizing, enhancing, OR changing developmental actions. They are directed specifically to the individual. Management should review these suggestions, and together with the participant, consider requirements of current and potential future job opportunities.

These suggestions recommend actions that an individual can take on a daily OR weekly basis to become more productive.



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Communication - Measures introversion vs. extroversion and the ability to meet and deal with people.

Having a closed communication style, you work better if you do not have to constantly interact with strangers. With people you do not know well, you seldom seek feedback, and you do not find it easy to express your own ideas and feelings to them. If you must communicate with others on a regular basis, you will be very cautious and will avoid, if at all possible, upward communication.

Your self-affirmation sentence:

"I am comfortable interacting with others."

Steps to Effect Change

1. It is highly recommended that you take a course in public speaking. More than one course may be required for the introverted individual until self-confidence is taught and a higher score registered on sociability. Motivational tapes, books and programs will help.
2. If you must be around a lot of people during the day, you can gain confidence from role-playing activities in a training course, i.e., rehearsing handling a group, making a presentation, etc. You can also overcome shyness by practicing before family and friends.
3. You might join a social or community service organization and attend weekly, i.e., Lions, Rotary, Kiwanis; interacting with others on a regular basis. A "Toastmaster Club" where you will learn to speak before the group can also be very valuable for you.



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Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.



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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

1. 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.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasantities such as these out of your mind, especially if you have little or no control over them.
3. 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.
4. 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.