



CONFIDENTIAL MANAGEMENT SUMMARY OF: ANDREW PHILLIPS
ABC COMPANY CANDIDATE FOR SOFTWARE DEVELOPER: ACCEPTABLE

7/24/2014

Based on his assessment results, Andrew Phillips is considered an acceptable choice for the role of Software Developer at ABC Company. However, there are a few traits we'll elaborate on that slightly concern us.

From a mental perspective, Andrew's strong scores indicate he's a very bright individual. He actually placed amongst the top 11% of the general population in how well he can think, learn, and solve difficult problems, which is a great cornerstone for this position. He also has an excellent knowledge and ability to use the English language as well as professional terminology, making him a great communicator both orally and on paper. Furthermore, Andrew is highly observant and can retain information regarding advanced in technology or software well. His numerical perception, however, is not as strong as we would have preferred. Given time to review his work he is capable of handling numbers mathematically and calculating details or data, just not at the speed or precision we would have hoped for.

From a behavioral standpoint, Andrew is a very calm individual who works best in a sedentary job that requires minimum physical activity from him. In fact, he's prone to procrastinating and in order to stay efficient with his tasks he'd benefit from having goals and deadlines to meet. He is also highly disorganized by nature which would further contribute to his lack of time management skills and it's crucial that he learn to prioritize –perhaps through the use of planners or other organizational tools. To make matters worse, Andrew is highly flexible and has a tendency to make decisions based on the outcome that affects him best or that doesn't require overly complicated effort on his part. In order to help curb this flexibility, it's necessary that he realize the importance of company policies and standards so that he is sure to follow them. Andrew is naturally reserved and does not interact with others often unless he's required to do so though this job is not heavily based on talking to others. Andrew has a well-balanced ego and the assertiveness necessary to perform, though his highly sensitive nature can cause him to take certain things people say or do too personally.

As a whole, Andrew is a very bright individual who is capable of performing though he needs to sharpen up his organization habits and be provided goals and deadlines to meet in order to be more efficient.

We believe these results to be 90 to 92.6% accurate as they stand with the data we have.

This report is confidential. It is based on test results and other available data. When used in the hiring process, it should count for no more than 1/3 of the overall hiring decision as it is taken into consideration along with the interview, reference check, drug screen, background check, evaluation of the education, skills, and experience of the applicant.



Achiever® Assessment Report

Report prepared on: **Andrew Phillips**
Software Developer
ABC Company
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214-555-1212

Report Type: Software Developer



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CRI



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Mental Aptitudes

Mental Acuity



Mr. Phillips 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



Andrew's knowledge of business terminology is superior, reflecting the probability that he is interested in business matters and has gained experience either through his work or in business classes.

Memory Recall



Mr. Phillips 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. Phillips's superior general English vocabulary skills should allow him to communicate effectively with others on all levels. Even the most complex data should be something he is capable of relaying to others.



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Numerical Perception



Andrew'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



Andrew is extremely interested in machines and the inner workings of mechanical devices. He probably enjoys working with machines and because of this, would be willing to put forth effort to understand information regarding such devices. This aptitude, however, measures only interest, not mechanical ability.

Personality Dimensions

Energy



Mr. Phillips has a low energy and drive level. He handles work-related pressure well and tension usually does not cause a problem, but he may not approach projects or assignments as energetically as is needed to complete the job within the prescribed timeframe. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

Flexibility



Andrew is a highly creative individual who adapts easily to change and is able to handle a multitude of different demands or assignments without becoming frustrated. He is a free-thinker who likes to generate different ways of accomplishing objectives, as well as new ways to utilize current applications of products or services. Being flexible, however, he may not approach work with a sense of integrity or compliance, especially when under pressure and deadlines. This, in turn, could result in his failing to follow correct quality control procedures or company guidelines, and sacrifice quality in the end product or service.



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Organization



Mr. Phillips may not always utilize the time or resources he has available to him to reach organizational goals and priorities as well as he should. He is able to easily adapt to deadline changes and contingencies which might arise. Since he tends to react to situations as they arise, he may not always be focused on goals or as aware of priorities as he should be. A high score in Mental Acuity may compensate for a low score in this dimension.

Communication



Having a closed communication style, Andrew has little desire to share the knowledge he possesses with others to achieve common goals, preferring instead to work alone. He does not seek feedback from others, nor does he easily articulate his own ideas or feelings. Since he may be uncomfortable interacting with people, he will work best in an environment free of interpersonal demands. If he must communicate with others on a regular basis, he will be very cautious and will avoid, if at all possible, upward communication.

Emotional Development



Mr. Phillips has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. He is willing to wait a reasonable time for results without becoming upset or frustrated.

Assertiveness



Andrew can take control, maintain order, and express his opinions, but is open to the ideas of others and will not actively seek out conflict. He will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.

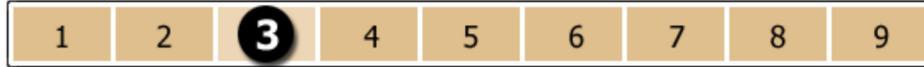


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Competitiveness



Mr. Phillips 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



Andrew 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



Andrew is trusting, but also cautious. He will ask reasonable, but direct, questions to determine the motives behind a decision or action, and will probe to better analyze a situation.

Motivation



Andrew needs some job security and will take risks only when he is convinced that he is unlikely to make a mistake or fail. If a goal is important to him, he will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but he remains more easily motivated by security than achievement.



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Validity Scales

Distortion



Mr. Phillips 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.

**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.**



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ScoreSheet
Software Developer

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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										9	Knowledgeable	
Memory Recall	Unaware					[○	○	○	○]	9	Aware
Vocabulary	Limited				[○	○	○	○]	9	Strong	
Numerical Perception	Imprecise				4		[○	○	○	○]	Accurate
Mechanical Interest	Indifferent										9	Interested	

Personality Dimensions

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

Validity Scales

		1	2	3	4	5	6	7	8	9			
Distortion	Frank Answer					[○	○	○	5	○]	Exaggerates
Equivocation	Chose Alternate				4		[○	○	○	○]	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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Leadership Traits Assessment

Introduction

This report section evaluates Andrew's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Andrew may or may not be one of the better people employed in a specific organization. If Andrew is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.



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Leadership Potential Summary Report

for: Andrew Phillips

Andrew's Training & Development Needs are:

- Planning - learn how to better plan and organize required job functions, activities and requirements.
- Organizing - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- Staffing - learn how to make better staffing selections as well as how to train, motivate and lead others.
- Coaching - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.
- Facilitating - learn how to better monitor the achievements of others versus the plan, job description and/or job functions and requirements.



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Sales Traits Assessments

Introduction

This report section evaluates Andrew's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Andrew may or may not be one of the better people employed in a specific organization. If Andrew is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.



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Sales Potential Summary Report

Andrew's sales potential includes the following strength(s):

- Learning speed and Efficiency
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

Yet, further development in the following critical area(s) will be beneficial:

- Persistence and Consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas

Andrew could also benefit from further training in:

- Developing Rapport



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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 **Mental Acuity**

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.


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 your most challenging job. What made the job so challenging?

Give me an example of a time you were faced with a problem for which there appeared to be no solution. What steps did you take to resolve the issue?

All jobs, over time, can become monotonous and routine. Tell me how you keep yourself challenged, motivated and enthusiastic about a job once you've learned and become proficient at it.

What was the last major skill or course of study you accomplished? Did you learn this skill or gain this knowledge on the job, or on your own?

Interpretive Guides

Did the candidate describe circumstances which are likely to occur in this position? Does the candidate appear to accept responsibility and find ways to keep him/herself motivated?

Does the candidate appear to have good reasoning skills and the ability to resolve problems? Does it appear the candidate takes calculated risks in order to resolve crises? Is the candidate willing to admit limitations and ask for the input of others?

Does the candidate have a way to deal with boredom and keep him or herself challenged? Are there other activities the candidate enters into in order to obtain mental challenge? Is the candidate willing to take the initiative to learn new things without being directed to do so by management?

Is the candidate willing to keep skills and knowledge honed? Does it appear the candidate functions below his or her level of capability? Does it appear the candidate realizes his or her high mental ability and uses it to full advantage?



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Interview Questions for **Energy**

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


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, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"



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Interview Questions for Flexibility

Flexibility - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.


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 the last creative project or assignment you handled. Were you given guidelines to follow while working on the assignment, or did you have total control? Did you follow the guidelines exactly, or improvise?

Tell me about a time in a previous job when you were asked to do something unethical. How did you handle the matter?

Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Give me an example of a time you were faced with a change at work which directly affected you, yet you were given no opportunity to express your opinion about it. Was it more difficult for you to adapt to that change than one in which your input was considered?

Interpretive Guides

Did the candidate show initiative in his/her actions? Did the candidate analyze the situation and take appropriate steps to complete the assignment?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Was the candidate's action based on sound judgment? Did the candidate make quick decisions based on a quick review of the facts and basic knowledge of the process?

Given the circumstances, was the candidate's hesitancy to accept the change appropriate? Does the candidate appear bitter or angry about the change? Did the candidate mention other changes which he or she more readily accepted? Are the candidate's expectations of change reasonable and in line with those of the company?



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Interview Questions for **Organization**

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

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 missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?



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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

Interpretive Guides

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?

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?

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?

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?

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?

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?

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?

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.


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 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 unpleasantness?

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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Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.



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

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

"I vigorously undertake each task."

Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



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Flexibility - Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.

You are a highly flexible individual who adapts easily to change and is able to handle a multitude of different demands or assignments. You are a free-thinker who likes to generate different ways of accomplishing objectives, as well as new ideas. Being flexible, however, you do not like someone else telling you what to do or how to do it, especially if you are under pressure and deadlines. Since you may, at times, sacrifice quality in order to get the job done, it is important that you understand the reasons behind rules and guidelines. If you understand the boundaries you must work within, you will be more likely to stay focused on your goals.

Your self-affirmation sentence:

"I am flexible, but will work within necessary boundaries."

Steps to Effect Change

1. You will be more willing to adhere to certain policies, procedures, practices and regulations if you "buy" into them. To accomplish this, you must understand the reasons behind the rules in order to see how they will ultimately benefit you.
2. From a career or leisure activity standpoint, you should seek activities which allow you the freedom to make your own decisions and avoid rigid, rule-oriented settings.
3. You should maintain an attitude of working to always follow through on what you say, or commit yourself to, without vacillating.
4. Disciplining yourself through controls such as developing and sticking to a budget, keeping a list of things you must accomplish each day, etc., will ensure you are not overly lenient and liberal with yourself.



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Organization - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

"I am organized in my life so I achieve more."

Steps to Effect Change

1. Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.
2. To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.
3. Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.
4. Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.



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Online Courseware

Flexibility

If your work requires interaction with others, your flexibility level may be affecting those relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management™ by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 6: Empowerment should be of particular interest for those wanting to explore how flexibility or lack thereof relates to the empowerment of others and power dynamics.

To access recommended online courseware, visit www.lmiuniversity.com.



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Online Courseware

Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 1: The Nature of Productivity.
- [Effective Personal Productivity](#) - Lesson 2: Goals Achievement Through Time Management

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Online Courseware

Communication

If your work requires significant interaction with others, your communication style may be affecting your effectiveness. Development of a more productive communication style may greatly increase your success. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management™ by Teleometrics International

Self-paced e-Learning:

- [Models For Management](#) - Module 3: Communication and Interpersonal should be of particular interest for those wanting to explore communication style and it's impact on others.
- [Effective Personal Productivity](#) - Lesson 4: Improving productivity through communication

To access recommended online courseware, visit www.lmiuniversity.com.