



# **Personal and Professional Development Assessment Report**

**John Doe  
2005-12-09**

## Success is a Conscious Choice!



The average person thinks about 12,000 thoughts per day. Deep thinkers have as many as 50,000 thoughts per day. If you subtract 8 hours for sleeping, that comes to nearly a thought per second! ***That's a lot of noise!***

Do you know...

- Which thoughts could support your success?
- Which thoughts might sabotage your efforts?

Your SIX ADVISORS™ Assessment Report goes below the surface of behavioral and personality assessments and measures with great accuracy the thought processes that are driving your decisions and actions. With this increased level of awareness you will be ready for the next stage in your journey - mastering your thought processes.

We can choose to let our thoughts be in control and spend a lifetime REACTING to the consequences or we can choose to be in control of our thoughts. ***Success is a conscious choice!***

## How Do We Know So Much?

You have ranked eighteen words or phrases on two different worksheets (The Hartman Value Profile Instrument). There are 6.4 quadrillion ways to rank eighteen items. Some reports have a few similar tendencies but it is highly unlikely for two assessment reports to be exactly alike. This report is as unique to you as your fingerprint.

## To What End?

Our objective is to help you:

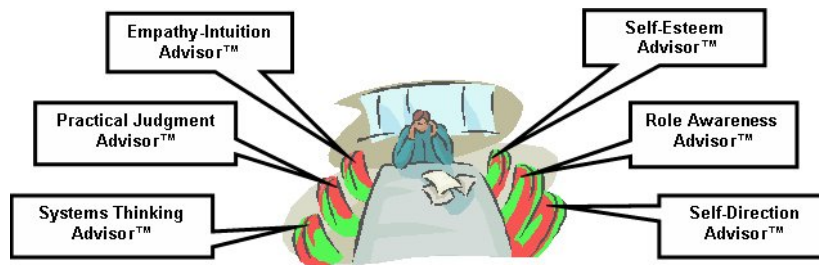
- Recognize and become aware of how your thought processes impact your life and everyone around you.
- Learn and apply principles that will enable you to unlock strengths and transcend challenges.
- Make better choices and take the appropriate actions needed to become the master of your thoughts.

In short, we want to assist you in discovering the secrets for living a happier, more productive, and effective life.

# Your SIX ADVISORS™

Our thoughts are divided into six primary dimensions. We metaphorically call these six dimensions of thought our SIX ADVISORS™. These Advisors are divided into two distinct yet related worlds, the External World and the Internal World. External World Advisors give us advice on how they think we should function in the world. The Internal World Advisors give us advice on how they think we should value ourselves in that process.

While reviewing this report imagine yourself sitting at a boardroom table, three External World Advisors on one side and three Internal World Advisors on the other side. From this safe vantage point, we will be exploring the advice you have been receiving from each Advisor. Together we will discover which Advisors have been giving you good advice and which Advisors may need a little re-training.



**Your SIX ADVISORS™ are ready and willing to advise you on what and how you "should" or "should not" think about each of the following:**

## External World View:

**Validity: 77%**

**Empathy-Intuition Advisor:** Capacity to put yourself in the shoes of another person and accurately assess that person and/or the circumstances being experienced by that person.

**Practical Judgment Advisor:** Capacity to be fully present in the "Now" and fully engaged in what you're doing. Capacity to know what needs to be done, how best to do it and how to stay focused on the task.

**Systems Thinking Advisor:** Capacity to think clearly, to plan, to solve problems, and to be open to different, new, or creative ideas.

## Internal World View:

**Validity: 74%**

**Self Esteem Advisor:** Capacity to accurately assess, unconditionally accept, and intrinsically value YOU.

**Role Awareness Advisor:** Capacity to understand, fully appreciate, and find joy, fulfillment and value in the way you invest your life.

**Self-Direction Advisor:** Capacity to be motivated, guided, and directed by a sense of meaning and purpose in everything you do.

## Your SIX ADVISORS™ Assessment Report

The following pages graphically illustrate situations in which your SIX ADVISORS™ are balanced and/or unbalanced and the extent to which this may be occurring. Following each graph you will find a detailed report explaining:

- **Balance:** A potential strength that should be fully utilized.
- **The Level of the Challenge:** The "degree" to which this Advisor may influence your thoughts.
- **Potential Implications:** The "ways" in which this Advisor may influence your thoughts and potentially your actions.
- **Tone of Internal Dialogue:** Samples of the kinds of things your Advisors may be saying to you.

Use this information as a guide to identify the advice you are currently getting from your Advisors. The degree to which an Advisor is out of balance indicates the degree to which potential implications may apply.

Use the following guidelines while reviewing your Assessment Report:

**Balanced:** The majority of the time your Advisor will consider both sides of the situation and give you good advice. How often have you received good advice and then talked yourself out of following it?

**Occasionally:** Sometimes your Advisor leans this way, favoring one side of a situation over another. What are the potential implications or even consequences when you choose to follow this advice?

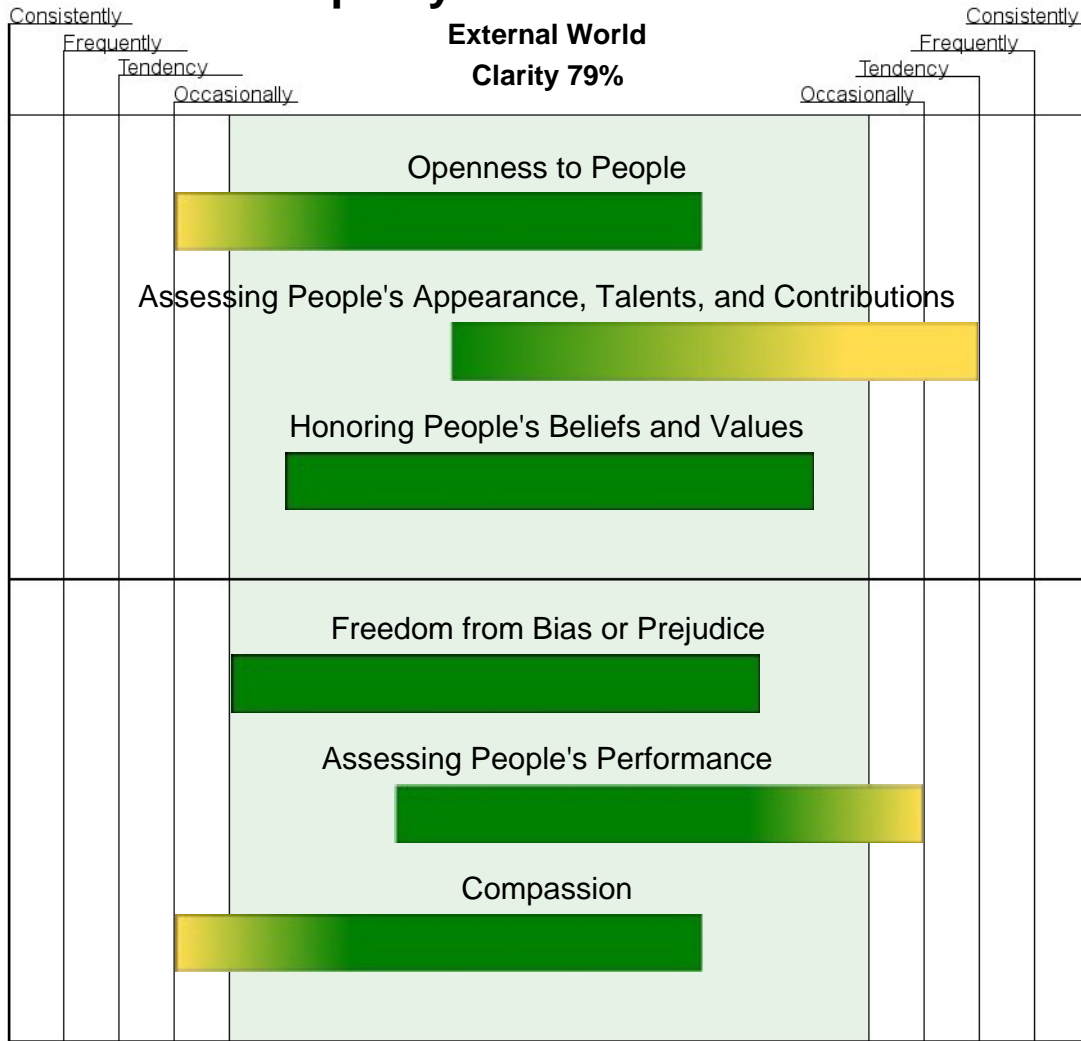
**Tendency:** More often than not, your Advisor thinks this way and wants you to act accordingly. What price do you pay when you follow this advice?

**Frequently:** Your Advisor thinks this way and expects you to act accordingly. When you are under pressure and stress, who is in charge, you or your Advisor?

**Consistently:** Your Advisor thinks this way and insists you act accordingly. How often are you on automatic regarding this issue? Could this be a blind spot?

**Being aware of your SIX ADVISORS™ and the advice you may be receiving is the first step toward taking control of your life. Enjoy the Journey!**

# Empathy-Intuition Advisor



**Empathy-Intuition is the capacity to put yourself in the shoes of another person and accurately assess that person and/or the circumstances being experienced by that person.**

**Notes:**

## **Openness to People**

**Balance:** Be open and accepting of others. Have a deep and profound respect for the unique, irreplaceable value in people. Have a heightened level of awareness regarding subtleties in both people and situations.

**Occasionally:** This Advisor may have difficulty fully trusting others. It may encourage you to pay more attention to what may be wrong with others than what may be right about them.

**Potential Implications:** This Advisor may encourage you to be cautious, distant, or even at times, withdrawn from others. It may advise you to keep up your guard and protect yourself from being vulnerable. This Advisor may think that you have no more to give. How often do you feel drained by others and feel a need to just get away to relax and recover? Are there any issues involving others that are still unresolved?

**Tone of Internal Dialogue:** "I just want to get away from it all and relax." "I don't want to be taken advantage of again." "I'm not sure I can trust him."

**Notes:**

## **Assessing People's Appearance, Talents, and Contributions**

**Balance:** Recognize and appropriately acknowledge the value of a person's appearance, talents, and contributions. Realistically assess a person's capacity to perform.

**Tendency:** This Advisor may encourage you to be too trusting of people who impress you with their outward appearance, talents, achievements, or possessions. It may even be intimidated by people who "appear" to be powerful or successful.

**Potential Implications:** This Advisor may encourage you to invest your time, money, or other resources in people who impress you. It may create unrealistic expectations about how a person will perform based on how they appear. If successful people intimidate this Advisor, it may be uncomfortable or even reluctant to openly communicate with these people. Have you ever made a bad decision or cut a person too much slack because they made a good impression? Have you ever avoided a person because they appeared to be successful?

**Tone of Internal Dialogue:** "I can trust him because he or she appears to be very \_\_\_\_\_ (capable, competent, successful, attractive, etc.)." "I get really nervous around successful people."

**Notes:**

## **Honoring People's Beliefs and Values**

**Balance:** Appreciate and appropriately respect people for being true to their beliefs and values. Accept people regardless of their beliefs, values, or associations.

*Balanced Capacity*

**Notes:**

## **Freedom from Bias or Prejudice**

**Balance:** Treat people fairly and appropriately even when they don't fit in your social or cultural norms. Accurately assess the potential negative impact that a person's beliefs and values can have on you or others.

*Balanced Capacity*

**Notes:**

## **Assessing People's Performance**

**Balance:** Accurately assess a person's performance, keep reasons for any lack of performance in proper perspective, and establish clear and appropriate boundaries.

**Occasionally:** This Advisor may be uncomfortable or unwilling to confront low or unacceptable performance. It may fear that confrontation could result in unfavorable consequences such as added stress, rejection, compromises in business stability, or lost opportunities to help someone improve.

**Potential Implications:** This Advisor may encourage you to allow, justify, or even enable a person's poor performance. It may try to keep you from confronting people who are unwilling or unable to contribute their fair share. It may believe that potential losses could be higher than the damage resulting from poor performance. Do you have people in your life (work or personal) who are draining your resources or energy but for whatever reason you are having difficulty confronting them? What happens when you can't take it anymore?

**Tone of Internal Dialogue:** "If I confront him, I'll lose him." "It would take too much time to train a new person." "He's got so much ability. If I could just figure out how to help him."

**Notes:**

## **Compassion**

**Balance:** Ability to set your agenda aside, step into someone's world and recognize and be sensitive to that person's opinions, ideas/beliefs, priorities, concerns, or challenges. Fully appreciate and validate a person's life experience without the need to give advice, feedback, or constructive criticism.

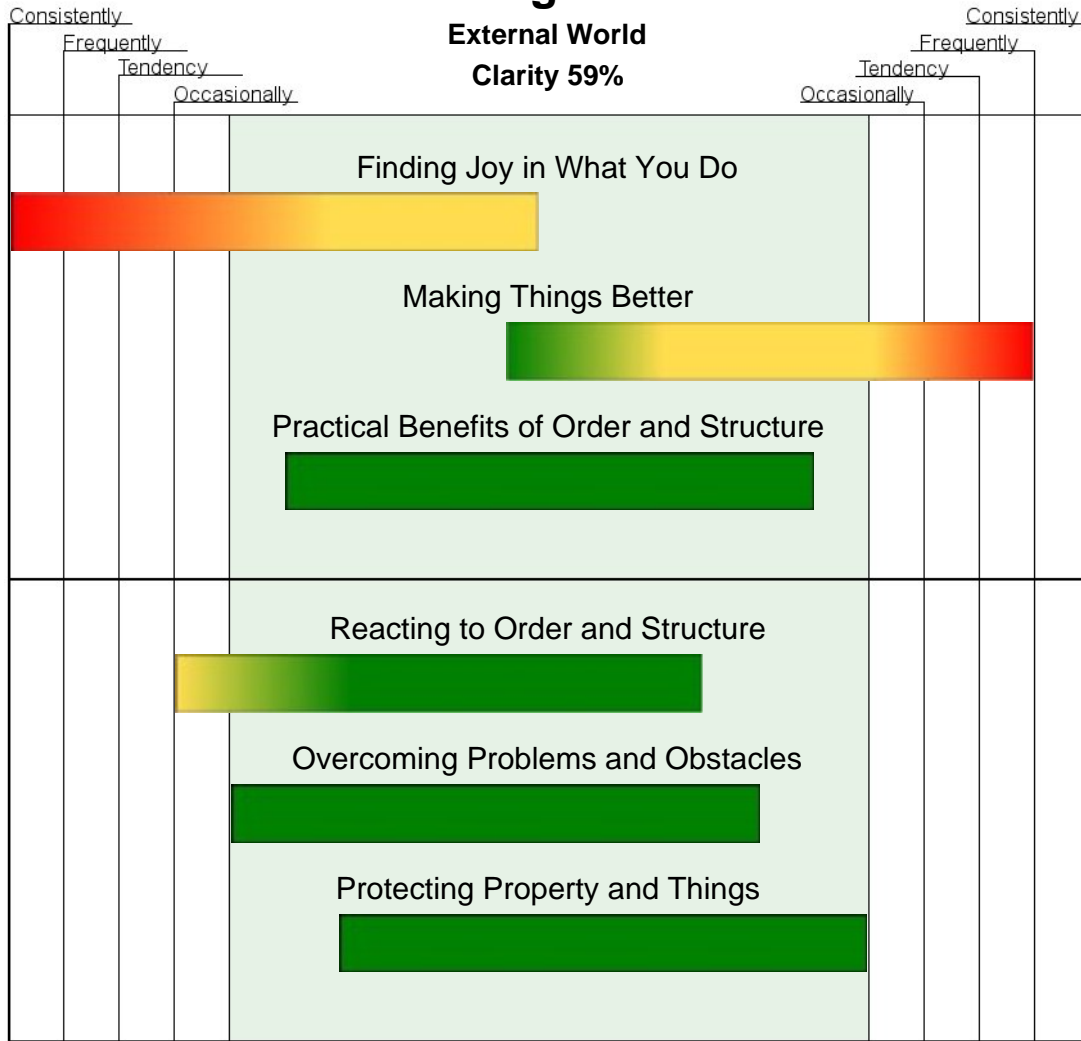
**Occasionally:** This Advisor may be more focused on your agenda (opinions, priorities, ideas/beliefs, etc.) than on the value of other people.

**Potential Implications:** This Advisor may have a need to question the legitimacy, magnitude, or urgency of another person's agenda if it believes your agenda may be more important. When faced with a request for assistance, this Advisor may be more likely to ask, "What's the problem?" versus, "Are you okay?" What might be different in your life if you were more willing to step into another person's world and truly see their challenges from their perspective?

**Tone of Internal Dialogue:** "What happened?" (Implied: Please explain what is happening so I can decide if it is or is not an emergency.) "Everything in her life is an emergency!" "I don't have time for this right now."

**Notes:**

# Practical Judgment Advisor



**Practical Judgment is the capacity to be fully present in the "Now" and fully engaged in what you're doing. Capacity to know what needs to be done, how best to do it and how to stay focused on the task.**

**Notes:**

## **Finding Joy in What You Do**

**Balance:** Find excitement, passion, and fulfillment in the work you do. Embrace the details and complexity and develop expertise in what you do and in the things you admire.

**Consistently:** This Advisor may have difficulty finding excitement, passion, or fulfillment in the things you are currently doing. It may be suffering from frustration, stress, fatigue, or a genuine disinterest.

**Potential Implications:** This Advisor may have difficulty finding the energy, desire, or commitment needed to focus on mundane, boring, difficult, or complex tasks. It may want to postpone, avoid, or even assign these tasks to others. How much easier is it for you to focus on getting things done when you have a deadline?

**Tone of Internal Dialogue:** "I just don't have the time or energy to deal with that today." "I'll get started on that tomorrow." "If I had any idea how difficult this would be I would have chosen a different career."

**Notes:**

## **Making Things Better**

**Balance:** Recognize when something needs to be improved, understand what needs to be done to make it better, and take the action necessary to make it happen.

**Frequently:** This Advisor may be pre-occupied with how well things are done and how timely tasks are completed. May overemphasize the importance of how things should look or function.

**Potential Implications:** This Advisor may become impatient, insensitive, or even inconsiderate when things are not done well or on time. It may want you to charge ahead before considering all the costs. This Advisor may even become frustrated with people who don't share the same level of interest, desire, or dedication for making things better. How hard is it to find people who care enough to do the job as well as you?

**Tone of Internal Dialogue:** "I want it done right and I want it done now." "If I want it done right, I'm better off doing it myself."

**Notes:**

## **Practical Benefits of Order and Structure**

**Balance:** Do things in an organized, structured, and realistic way. Allocate and use your time and resources effectively to get the desired result.

*Balanced Capacity*

**Notes:**

## **Reacting to Order and Structure**

**Balance:** Recognize the value of rules, order, and structure even when they may keep you from doing what you want to do. Use appropriate levels of caution and prudence.

**Occasionally:** This Advisor may encourage you to follow restrictive rules because it is the "right thing" to do or to avoid getting in trouble. It may think that if you have to follow the rules, everyone else should do the same thing.

**Potential Implications:** This Advisor may get frustrated or even angry when others attempt to avoid, resist, or break the rules. It may encourage you to follow rules, policies, procedures, or the expectations of others even when it may not be in your best interest. How do you react when you have merged left in a well-marked construction zone as the signs direct and others race passed you in the right lane?

**Tone of Internal Dialogue:** "Who the \*&^%\$ do they think they are?" "If I have to do it that way, so do you!" "I don't want to get in trouble."

**Notes:**

## **Overcoming Problems and Obstacles**

**Balance:** Keep obstacles in their proper perspective. Be willing to confront difficult or challenging problems or issues as they occur.

*Balanced Capacity*

**Notes:**

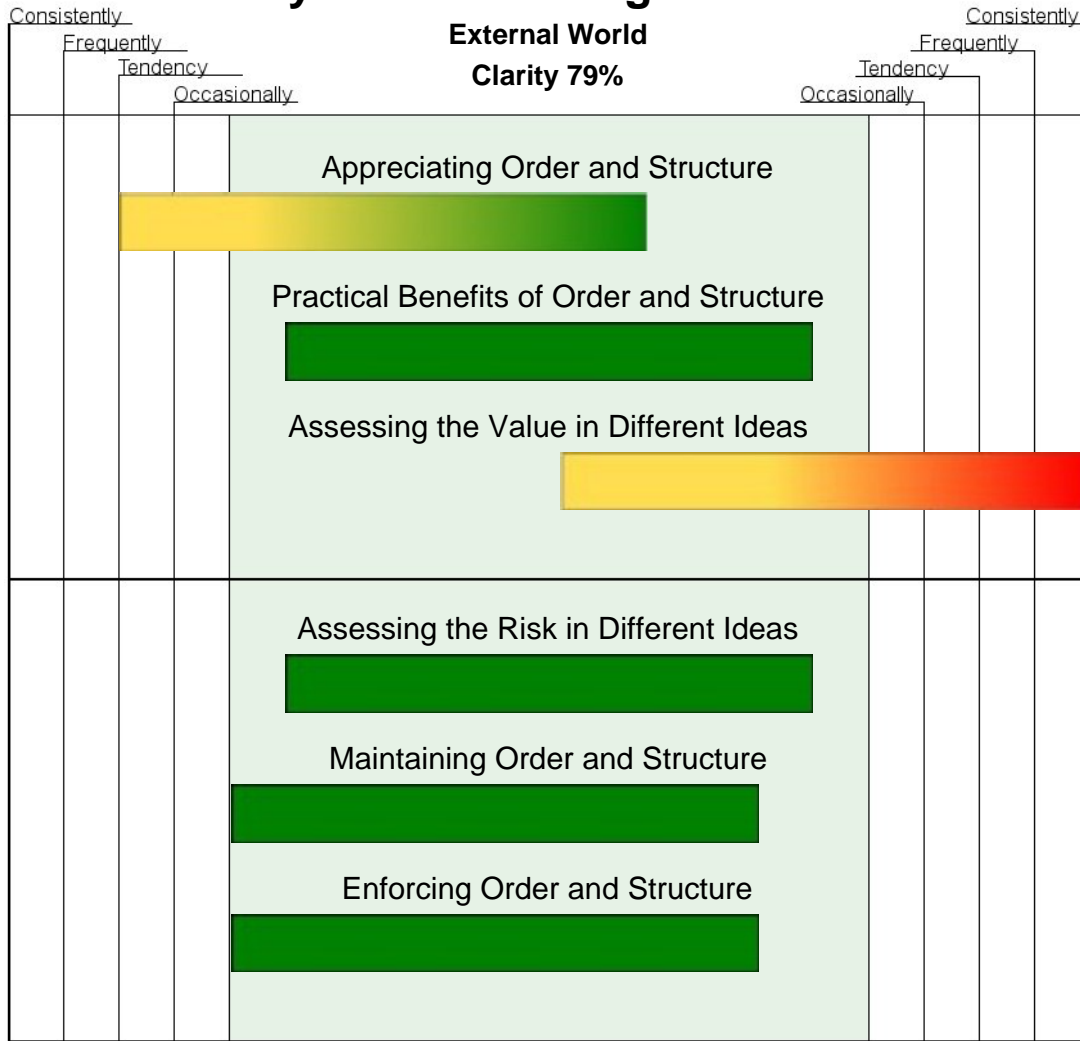
## **Protecting Property and Things**

**Balance:** Recognize when things need to be maintained, organized, or cared for and take the action needed to do so.

*Balanced Capacity*

**Notes:**

# Systems Thinking Advisor



**Systems Thinking is the capacity to think clearly, to plan, to solve problems, and to be open to different, new, or creative ideas.**

**Notes:**

## **Appreciating Order and Structure**

**Balance:** Recognize the value of the rules, policies, and controls needed to maintain appropriate levels of order and structure.

**Tendency:** This Advisor may question, challenge, or be resistant to structure, rules, policies, and controls. It may advise you to be creative and flexible.

**Potential Implications:** This Advisor may resist or even rebel when others try to make you conform to rules, policies, or procedures. It may even have difficulty finding value in the rules, especially if it sees the rules as restrictive. How frustrating are restrictive rules when they interfere with your efforts to solve problems?

**Tone of Internal Dialogue:** "I like to think outside the box." "I can't work with my hands tied behind my back." "They must be kidding if they think that applies to me."

**Notes:**

## **Practical Benefits of Order and Structure**

**Balance:** Recognize the practical value of following rules and taking direction. Respect for people in positions of authority.

*Balanced Capacity*

**Notes:**

## **Assessing the Value in Different Ideas**

**Balance:** Be open and supportive of ideas that have the potential for solving problems or improving situations.

**Consistently:** This Advisor may constantly or even obsessively think about different or new ideas for solving problems or improving things. This Advisor may be so committed to its ideas that it may advise you to make changes even when the changes may not be of real value.

**Potential Implications:** This Advisor may think that its ideas are "better" ideas or even the "best" ideas. It may advise you to sell, defend, or even impose these ideas on others. It may even advise you to point out the flaws in other people's ideas. What price do you pay in personal and/or professional relationships when you insist on being right? What happens when others refuse to acknowledge the value of your ideas?

**Tone of Internal Dialogue:** "Yes, but if you do it this way. . ." "Look, trust me, just do it this way and everything will be okay." "No, no, no, no, think about it this way. . ."

**Notes:**

## **Assessing the Risk in Different Ideas**

**Balance:** Be able to accurately assess the potential risks in ideas that challenge the way this Advisor thinks things should be done. Be willing to challenge change that is not sound.

*Balanced Capacity*

**Notes:**

## **Maintaining Order and Structure**

**Balance:** Will follow, support, and protect policies, procedures, rules, and systems that are necessary for accomplishing tasks or achieving goals.

*Balanced Capacity*

**Notes:**

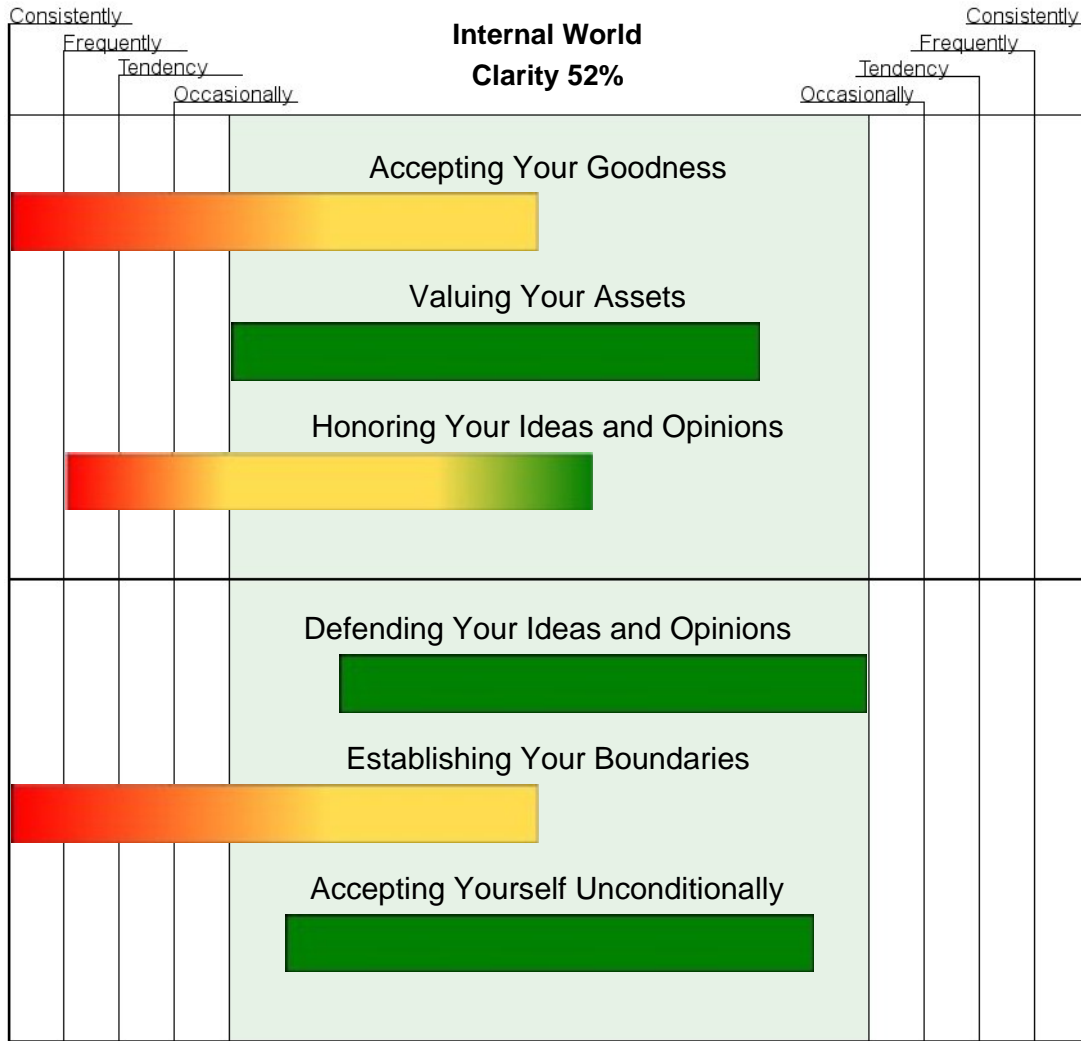
## **Enforcing Order and Structure**

**Balance:** Have a realistic, balanced, and appropriate expectation regarding adherence to rules, policies, and systems.

*Balanced Capacity*

**Notes:**

# Self Esteem Advisor



**Self Esteem is the capacity to accurately assess, unconditionally accept, and intrinsically value YOU.**

**Notes:**

## **Accepting Your Goodness**

**Balance:** Enjoy being YOU. Recognize and embrace your unique and irreplaceable value.

**Consistently:** This Advisor may discourage YOU from accepting yourself without condition or judgment. It may not think of you as being unique, priceless, or irreplaceable.

**Potential Implications:** This Advisor may be so preoccupied with your "shortcomings" that it may be difficult for YOU to pay attention to the needs of others. It may even try to convince YOU that it is egotistical, prideful, or simply a waste of time to focus on your value. If you are not finding value in your self, where are you looking to find it (your work, possessions, appearance, relationships, etc.)?

**Tone of Internal Dialogue:** "Sometimes it feels like something is missing." "What I'm doing is too important. I can't afford to take time out for me." "They might not like me if they really knew me."

**Notes:**

## **Valuing Your Assets**

**Balance:** Realistically assess the value of your appearance, talents, skills, accomplishments, and/or possessions.

*Balanced Capacity*

**Notes:**

## Honoring Your Ideas and Opinions

**Balance:** Appreciate and honor how your ideas and opinions help define you as a person. Keep your actions consistent with your ideas and opinions.

**Frequently:** This Advisor may encourage you to let other people's ideas and opinions influence, impact, or even dictate your decisions and actions.

**Potential Implications:** This Advisor may encourage you to compromise, give in, or even give up what you think is right or wrong. It may be more focused on pleasing others, gaining approval, or advancing your career than on being true to you. When you listen to this Advisor do you ever feel like you're giving up an important part of you?

**Tone of Internal Dialogue:** "I feel uncomfortable doing that but maybe they're right."  
"What will they think if I don't agree with them?" "It is not worth a fight." "What's the use? They never listen away."

**Notes:**

## Defending Your Ideas and Opinions

**Balance:** Be comfortable with your own ideas and opinions. Allow others to have opposing ideas and opinions without feeling the need to defend yours.

*Balanced Capacity*

**Notes:**

## **Establishing Your Boundaries**

**Balance:** Establish appropriate boundaries regarding how you allocate your time and talents. Agree to do things for the right reasons.

**Consistently:** This Advisor may think that you are obligated to sacrifice your time, energy, and/or even your well-being to meet the needs of others.

**Potential Implications:** This Advisor may encourage you to volunteer for time-consuming tasks even when your schedule is already full. It may think that the success of a task is dependent on your involvement. It may even encourage you to accept tasks in an attempt to prove your worth. How do you really feel when you are so busy meeting the needs of others that there is not time left for you?

**Tone of Internal Dialogue:** "I am so tired I can hardly see straight." "If I don't do it, who will?" "But they need me."

**Notes:**

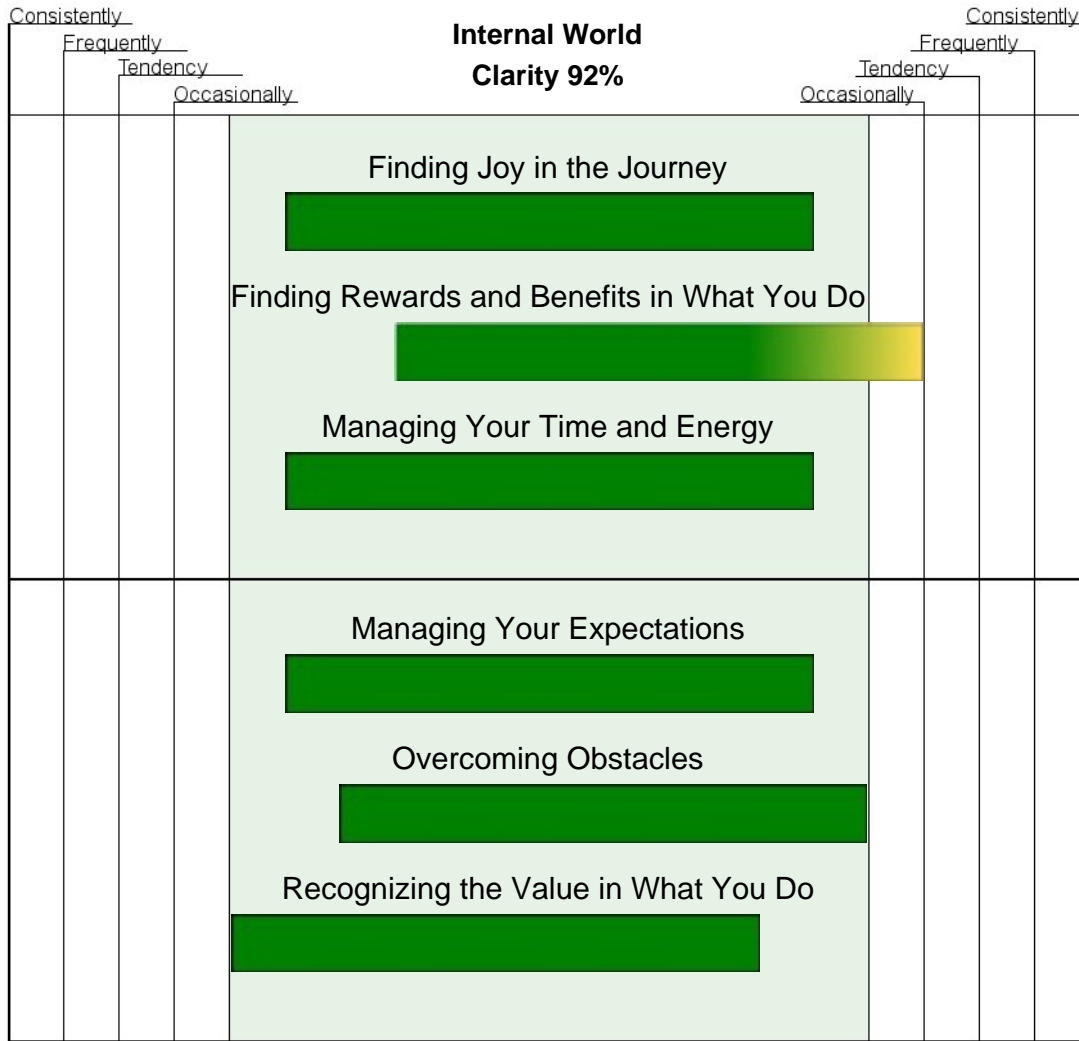
## **Accepting Yourself Unconditionally**

**Balance:** See your strengths and weaknesses in balance. Move forward without the need to dwell on your past mistakes.

*Balanced Capacity*

**Notes:**

# Role Awareness Advisor



**Role Awareness is the capacity to understand, fully appreciate, and find joy, fulfillment and value in the way you invest your life.**

**Notes:**

## **Finding Joy in the Journey**

**Balance:** Be present in the here and now. Find personal satisfaction, joy, and fulfillment in all the roles you play.

*Balanced Capacity*

**Notes:**

## **Finding Rewards and Benefits in What You Do**

**Balance:** See the useful and practical rewards and benefits that come from the roles you play in your life. Have a realistic understanding of the relationship between what you do, the contributions you make, and the rewards and benefits you receive.

**Occasionally:** This Advisor may be over focused on recognition, awards, or compensation as the primary means for validating your performance or even your personal worth.

**Potential Implications:** This Advisor may be over focused on recognition, awards, or compensation at the expense of you enjoying what you're doing. It may become frustrated, unhappy, or even disillusioned if it thinks you are not being adequately compensated or recognized for your contributions. This Advisor may even encourage you to subtly build into conversations dialogue about the value of your contributions. What do you say or do when your contributions are overlooked, ignored, or devalued?

**Tone of Internal Dialogue:** "Make sure she knows you did it." "He takes me for granted."  
"If I do that, they'll be really impressed."

**Notes:**

## **Managing Your Time and Energy**

**Balance:** Realistically allocate your time and energy between your multiple roles to maximize efficiency.

*Balanced Capacity*

**Notes:**

## **Managing Your Expectations**

**Balance:** Effectively manage the gap between what you want and what you have.

*Balanced Capacity*

**Notes:**

## **Overcoming Obstacles**

**Balance:** Function well in stressful or chaotic situations without being distracted or having the need to complain, place blame, or make excuses.

*Balanced Capacity*

**Notes:**

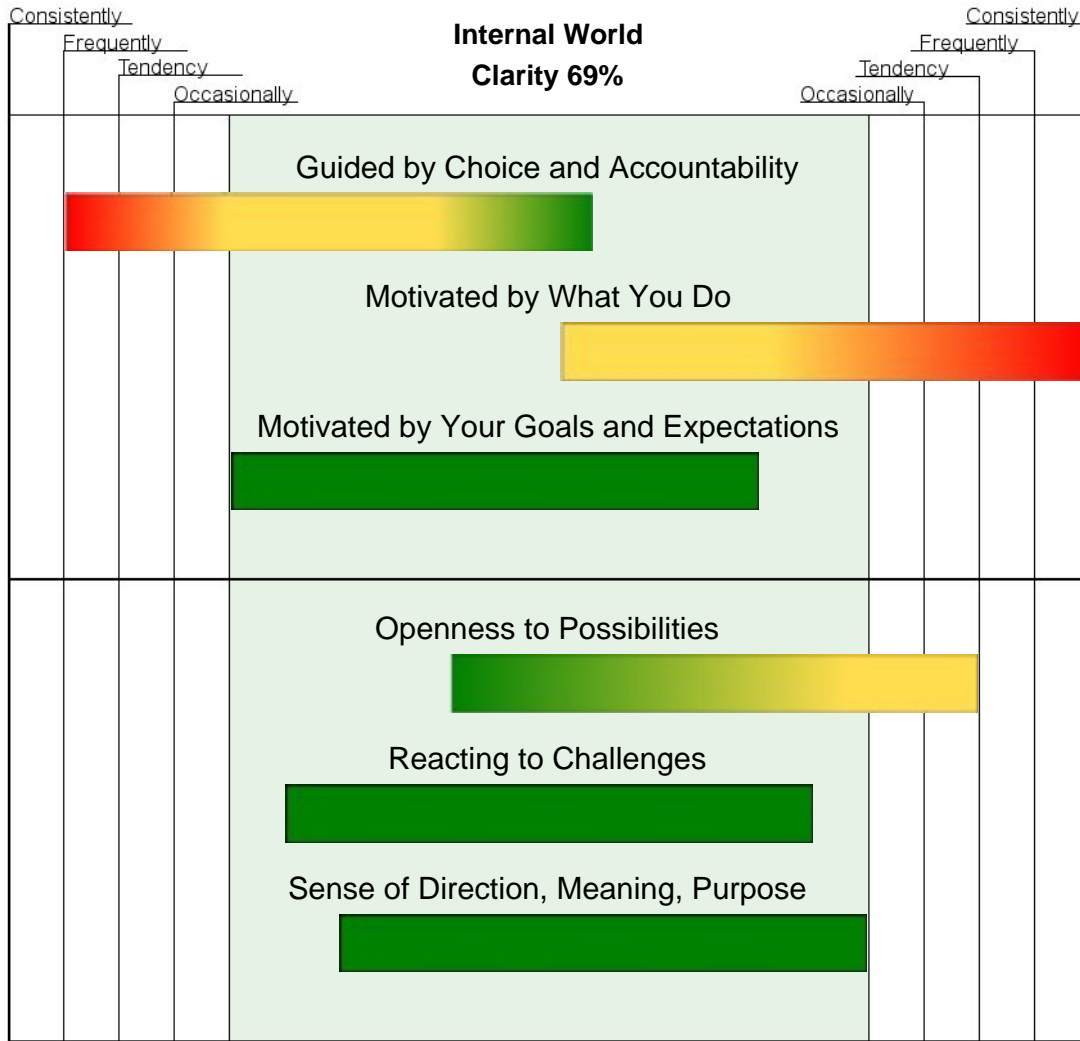
## **Recognizing the Value in What You Do**

**Balance:** Realistically assess the importance and impact of how you spend your time. Invest energy in doing things that are important and that add value to your life.

*Balanced Capacity*

**Notes:**

# Self-Direction Advisor



**Self-Direction is the capacity to be motivated, guided, and directed by a sense of meaning and purpose in everything you do.**

**Notes:**

## **Guided by Choice and Accountability**

**Balance:** Do what you do because you "want to," "get to," and "choose to." Choose and be personally accountable and responsible for what you believe, what you do, and what you want to become. Be self-governing.

**Frequently:** This Advisor may be guided by an unrealistic sense of duty or obligation.

**Potential Implications:** This Advisor may think that you "have to," "should," or "must" do the things you do. This sense of obligation can result in an endless cycle of fatigue, rebellion, a desire to quit, followed by guilt, and then recommitment. It may even have a fear of consequences should you not do these things. What would be different in your life if you chose to be personally accountable and responsible for the decisions you make and the actions you take?

**Tone of Internal Dialogue:** "It's my job." "It's just another thing I have to do." "If I don't do it, who will?" "This is wearing me out."

**Notes:**

## **Motivated by What You Do**

**Balance:** Motivated by a belief that what you do adds real value to your life and lives of others. Make good decisions about what is worth doing.

**Consistently:** This Advisor may expect you to try too hard to do everything perfectly.

**Potential Implications:** This Advisor may believe that no matter how hard you try or whatever you accomplish, it will never be good enough. It may encourage you to be unrelenting and unyielding in your pursuit of the unachievable. This can eventually lead to feelings of overwhelm, discouragement, or despair. How do you feel when your performance falls short of your expectations?

**Tone of Internal Dialogue:** "I take my responsibilities seriously." "Failure is not an option." "Winning is everything."

**Notes:**

## **Motivated by Your Goals and Expectations**

**Balance:** Set realistic personal goals and achievable expectations. Plan ahead in an effort to keep your life organized and functioning efficiently and effectively.

*Balanced Capacity*

**Notes:**

## **Openness to Possibilities**

**Balance:** Accurately assess the impact that other people's beliefs and values have on your life. Be open to new ideas that could add value to your life.

**Tendency:** This Advisor may be so locked into what it thinks is right or wrong that it may discourage you from considering opposing points of view.

**Potential Implications:** This Advisor is likely to point out the flaws in opposing ideas instead of looking for the value in these ideas. It may resist or even discourage you from trying new things even when they could be in your best interest. Are you committed to improving yourself or just interested in improving your circumstances? In what ways has this Advisor been getting in your way?

**Tone of Internal Dialogue:** "I just want 'things' to be different." "I'm a dyed in the wool \_\_\_\_\_." "I've tried to change; it's not worth the effort."

**Notes:**

## **Reacting to Challenges**

**Balance:** Accurately assess the time, energy, and actions needed to accomplish your goals and expectations.

*Balanced Capacity*

**Notes:**

## **Sense of Direction, Meaning, Purpose**

**Balance:** Have a sense of direction and live your life with meaning and purpose. Know where you are going and why you are going there.

*Balanced Capacity*

**Notes:**

## The Next Step

Now that you have met your SIX ADVISORS™:

1. Which Advisor is the clearest and strongest, providing the best advice?
2. Which Advisor is the least clear, providing advice that may be sabotaging your efforts to achieve your goals and aspirations?
3. What have you experienced as a result of ignoring or following what these Advisors have to say?
4. What could change in your life if you were the master of your internal dialogue?
5. Are you ready to take a deeper look at how your internal dialogue is impacting your life and then discover and apply the principles that will help you create a happier, more productive, and effective life?

**If so, discuss these options with your coach or facilitator and determine which is best for you:**

- Get the self-study program:** Start re-training your thoughts using Og Mandino's perennial best-selling books, *The Greatest Salesman in the World* and *The Greatest Secret in the World*, and The Ten Scrolls CD narrated by Og.
- Enroll in the Managing Your SIX ADVISORS™ 90-day coaching program that includes:** 14 sessions with a trained SIX ADVISORS™ coach, a comprehensive coaching practicum workbook, Og Mandino's perennial best-selling books, *The Greatest Salesman in the World* and *The Greatest Secret in the World*, and The Ten Scrolls CD narrated by Og.
- Attend a one or two-day Managing Your SIX ADVISORS™ classroom training program with follow-up that includes:** Classroom-based interactive group and personal experiences with follow-up group-coaching sessions facilitated by a trained SIX ADVISORS™ facilitator, a comprehensive participant workbook, Og Mandino's perennial best-selling books, *The Greatest Salesman in the World* and *The Greatest Secret in the World*, and The Ten Scrolls CD narrated by Og.

**Og writes, "Success will not wait. If I delay she will become betrothed to another and lost to me forever. This is the time. This is the place... I will act now!"**