



JUDGMENT INDEX 

ENGAGEMENT INDEX

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TABLE OF CONTENTS

TABLE OF CONTENTS	3
INTRODUCTION	5
SCORE RESULTS AND CHART.....	8
RESULTS IMPROVEMENT MEASURES	
Tolerance	9
Dependability	10
Patience	11
View of Work	12
Morale	13
Drive	14
Self-Esteem	15
Role Satisfaction	16
Motivation	17
Professional Stressors	18
Personal Stressors	19
Work / Life Balance.....	20

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ENGAGEMENT INDEX

Introduction - Engagement

Engagement is defined in this report as “the degree of ownership, accountability, and responsibility that an individual takes for work requirements, duties, and obligations.” Engagement involves motivation, commitment, and passion for excellence in work processes, behavioral interactions, and those efforts which provide positive movement toward work goals, visions, and strategies. In essence, engagement is the level of emotional attachment an individual feels toward work and the environment in which it takes place.

The *engaged* employee looks upon work, not as a casual activity, but as an activity that is important, vital, and necessary—an activity deserving of personal energy being devoted in a concentrated manner, something to be taken with a noteworthy degree of seriousness. Obviously, an *engaged* employee is highly desired, although—some organizational leaders would argue—not easy to find.

A good synonym for the word *engagement* is “ownership”—another word frequently used in modern organizations to describe the way in which employees can be more ideally involved. On 9/11, thousands of individuals were running in fear from the buildings in the World Trade Center complex. But the New York City fire and police personnel responding to the terrorist attack were running *toward* the building. They were climbing *up* stairways. The situation unfolding before them, as difficult as it clearly was, was taken on with courage and resolve. The modern heroes “owned” that moment. They were *engaged* at the highest levels.

This Report

This report has been designed to assess the degree of engagement that an individual brings to work. It provides a deeper understanding of those attitudes and perspectives which lead to greater engagement, while providing activities that will enhance and sustain engagement. The purpose of this report is to assess the degree of “engagement” reflected in a person’s values and its parallel judgments.

The ***Engagement Index*** is divided into four major areas of concentration, which are then further divided into sub-sets of particular emphasis. Before looking closely at each sub-set and specific mechanisms of improvement and sustainability, the general meanings associated with the major areas of focus can provide a helpful orientation and overview.

Primary Dimensions

1. Personal Orientation - personal traits, understandings, and conceptual orientations that help support engagement from within a person. In some respects, these areas of emphasis will represent a person’s “base,” “where a person is coming from,” and strengths that arise from within a person’s personal value system.

A. Tolerance - the capacity to accept and positively affirm difference and diversity.

B. Dependability - the capacity to be counted on to be in the right place in a timely manner.

C. Patience— the capacity to be influenced by bigger picture implications that will help focus attention on longer-term, less-immediate results. The ability to not rush to judgment or to push situations in an over-reactive manner.

2. Personal Perspective - personal beliefs about three, critical aspects of a person's orientation toward work, culminating in choices on a daily basis that will enhance and sustain work. One's perspective channels and guides a person's orientation toward work in a more concrete manner.

A. View of Work - the compelling belief that one's work is important, that work matters, that work makes a difference as an important means to the accomplishment of important ends.

B. Morale - the compelling belief that positive, optimistic attitudes fuel choices that bring the positive power of hope to work situations. A "can do" spirit that enhances the understanding that positive accomplishments can take place even under difficult circumstances.

C. Drive - the conscious awareness that productive activity requires energy, accompanied by a commitment to excellence which requires a person to spend that energy on work demands.

3. Personal Reserves - depth of "emotional resources" a person may draw strength from to maintain equilibrium and pursue work in healthy ways. Personal reserves are foundational to a person's orientation and perspective.

A. Self-Esteem - how a person feels about self, the degree of positive self-awareness, and the base of self-confidence.

B. Role Satisfaction - how a person feels about the self that is emerging and that is envisioned as necessary to realize the goal of a happy and meaningful life.

C. Motivation—the capacity to establish high bars of self-expectation and self-achievement. Here, a person shows the ability to image or imagine higher success in a way that powerfully drives higher commitment and involvement.

4. Stressors - the obstacles encountered in life and work that might prevent a person's strengths from becoming fully actualized. Stress is often a major "de-railer" of potential. Stress is the biggest enemy of engagement. To the extent that a person's energy is used up or compromised by stress, there is less energy for engagement.

A. Professional - stress in the workplace itself.

B. Personal - stress in an individual's personal life.

C. Life Balance - the presence or absence of work - life balance. There is a direct correlation between the ability of a person to become fully engaged in performance achievement and that person's work-life balance.

Please note that there is something of a “movement” being described in these four critical dimensions of engagement. First, there are the more outward-facing elements of Personal Orientation. Then, there are the somewhat deeper dimensions of Personal Perspective. Finally, there is an assessment of the “depths” of Personal Reserves.

Interacting within these three layers of movement is the fourth factor of stress. In fact, there are three dimensions of stress that are examined. Stress is seen as a related, but separate factor that has a determinative impact on engagement. There is an interaction between these factors: the higher the stress, the more likely that the strength of the other three areas can be compromised. However, the stronger the other three areas, the more likely that there will be a “stress resistance,” keeping the potential ravages of stress held at bay.

Also note that the greater the strength in these three layers, the greater the likelihood of higher expressions of engagement. So, the deeper we go into the Self, the wider we go into high engagement. There is always a critical relationship between going deeper and going wider, between the depth of self-examination and self-understanding and the ability to extend the Self in ways that make larger impact on the wider community and society as a whole.

There are amazing and constant interplays and connections occurring in life. Many people are like stones skipping across surfaces of marginal awareness. Others find and experience varying degrees of depth. The highest forms of engagement do not tend to occur when we are simply skipping over surfaces, though it can be much less demanding. Finding depth and experiencing higher levels of engagement can even be scary and intimidating at times. Yet, it is necessary for those who want to experience the deep personal satisfaction found in meaningful work.

High engagement is not a casual process. As the old saying goes, “Real life is not for sissies.” High engagement is usually the result of an elevated degree of determination and courage. It also involves adopting an attitude that tends to inevitably put us out there on some kind of tenuous limb. Yet, it is at those tantalizing and daunting “edges” that we experience our own Selves at the highest level and have the chance of making our greatest impact.



ENGAGEMENT INDEX

Sample 110

June 1, 2022

Engagement relates to the degree of ownership, accountability, and responsibility that a person takes for work requirements, duties, and obligations. *Engagement* involves motivation, passion, and commitment for excellence in work processes, behavioral interactions, and overall performance results. Several critical factors influence *engagement*.

Category Ranges	
89% - 100%	High Engagement
78% - 88%	Routine Engagement
63% - 77%	Random Engagement
0% - 62%	Actively Disengaged

Random Engagement 76%

Overall Predictive Degree of Engagement

Engagement Indicators	Strong											
	Moderate											
	Weak											
	Caution											
Engagement Indicators	Tolerance	Dependability	Patience	View of Work	Morale	Drive	Self-Esteem	Role Satisfaction	Motivation	Professional	Personal	Life Balance
	Personal Orientation			Personal Perspective			Personal Reserves			Stressors		

1)DIM1:10 2)INTE1:2 3)INT%:32 4)DIM2:16 5)DIME2:17 6)INT%:40 7)SI:-10 8)SE:-11 9)SS:9 10)AI%:50 11)AI%:63 12)DIFQ:70 IES:12,11,22 INT:11

A5,B4,T12

ENGAGEMENT INDEX - TOLERANCE

You scored 7 out of 8. This shows that your capacity for Tolerance is well-developed.

Tolerance is the capacity to see, understand, and appreciate the value of difference and diversity. To be tolerant means to be able to find value in the thoughts, opinions, perspectives, and different lifestyle decisions of others. Intolerance can lead to stereotyping, sexism, racism, and other forms of negative elitism. It also leads to a tendency to view people in “parts” and not as more complex “whole” beings. Intolerance can lead to negative, hurtful attitudes. Worse still, it can lead to the justification of violent acts against others.

In the modern workplace, with broad diversities of people coming together and working side by side, an openness to people and ideas not our own can advance agendas in positive ways. Intolerance, on the other hand, can be a profound obstacle to productivity and should be marginalized in the formation of any positive organizational culture.

Enhancing Tolerance:

- ▶ Examine the role models for tolerance/intolerance that you experienced in your childhood and early youth. Many patterns are unconsciously adopted during this time. Which of these role models can you positively affirm? Why? Which of these role models have you become skeptical of or no longer affirm? Why? Do you know how hard it can be to become skeptical of actions and attitudes which were modeled by people we love, even if those action and attitudes have been intolerant?
- ▶ A great deal of intolerance has to do with religion and politics? How often do you find yourself reacting to people because they are of a different faith or hold a different set of political beliefs? To what extent is it possible for you to separate the human being from political or religious belief, skin color or national/ethnic background? How strong are your reactions when they occur?
- ▶ Make it a point to intentionally and strategically get to know people from a variety of cultural backgrounds. Try to approach these settings with an open mind and look for commonality. Make it a point to get to know more about people of different backgrounds in your workplace.
- ▶ Have culture days in the workplace where people are invited to bring “native” foods, clothing, special artifacts, and information about family and community rites and rituals. Try to see that on some level most people are more alike than different.

“The true test of courage occurs when we are in the minority. The true test of tolerance occurs when we are in the majority.” - Ralph W. Stockton

ENGAGEMENT INDEX - DEPENDABILITY

You scored 7 out of 8. This shows that your capacity for Dependability is well-developed.

Dependability is the capacity for “follow through,” the intention-driven set of actions that are designed and determined to get tasks accomplished in a manner that meets and exceeds stated expectations. On a very basic level, dependability means being where we are supposed to be when we are supposed to be there on a consistent basis. For example, many exceptionally gifted workers create obstacles to advancement and even employment itself because they are not respectful enough of the importance of being present rather than absent and being on time rather than being late. Often, when small matters of dependability take place in a disciplined manner, larger matters of dependability seem to almost take care of themselves.

For most supervisors and managers, being dependable in the most obvious ways - doing what you say you are going to do - is the primary mark of a quality employee.

Enhancing Dependability:

- ▶ Keep track of yourself and your time. Keep a log of work days that you have taken off. Was the time off a real sick day or a day that you would just rather have not come in? Keep a log of your time in and time out of the workplace, even if you are not “punching a clock.” Punch your own clock and look for issues of consistency of responsibility to time requirements.
- ▶ Ask others to evaluate your dependability. Ask your supervisor and even your peers what “dependability” means to them. Let some kind of mark be established that you can specifically relate to that is clear and not vague. Know what your supervisor and your peers see as a successful worker in terms of mutual responsibility. Express to them how you feel about dependability.
- ▶ Be crystal clear about the tasks you are assigned, the time-frames relating to expectations, and what will constitute optimal performance. In many cases, people are not thought to be dependable because there was not a clear understanding of expectations and time requirements.
- ▶ Be careful about promising more than you can reasonably deliver.
- ▶ Make sure your “walk” matches your “talk.”
- ▶ Don’t procrastinate. Get ahead of expectations. There are frequently last minute obstacles. One of the biggest problems creating lackluster dependability is waiting too long to get seriously started.
- ▶ Don’t compare your personal standard for dependability by the standards of others.

“Gain a modest reputation for being unreliable and you will never be asked to do a thing.” - Paul Theroux

ENGAGEMENT INDEX - PATIENCE

You scored 4 out of 8. This shows that your capacity for Patience is weak.

An old adage suggests that “patience is a virtue.” A virtue, at least as ancient sages understood it, is a personal “excellence” that is unique to human beings. As a personal excellence, it is a matter of choice. We are not made to be impatient. We are not made to be patient. We choose. As an excellence of human beings, patience is a higher ability that reflects some degree of wisdom and maturity. Moments of less-than-constructive impatience usually are consistent with immaturity and a lack of wise judgment.

The kind of organizational world that has been created in the United States places little, positive emphasis on patience. From this more modern world view, patience simply slows a process down and can even be an excuse for inactivity. The modern world wants action to occur as quickly as possible. Speed of execution is often rewarded above and beyond competence of execution.

Enhancing Patience:

- ▶ Carpenters have a profound rule that can be applied to almost every aspect of life: measure twice and cut once. Our problem, of course, is that we feel that we only have time to measure once and it must be done quickly. Challenge this notion.
- ▶ People who score well on the Judgment Index indicator that measures Systemic (S), or big-picture judgment, tend to filter decisions through a “lens” of deliberation and contemplation, taking time to consider implications and consequences.
- ▶ Pause often to ask: “What will this look like in the morning?” Or, “What will this look like down the road and around the corner?”
- ▶ Do a root-cause analysis of what factors in your work / life environments are interfering with patience being a strategy for dealing with problems or solving complex situations. Once discovered, these factors can be open for discussion and subject to possible remedies.
- ▶ Practice actions of deliberation and contemplation, even if all that means is taking a long walk. Somewhere along the way, if we can get beyond believing that we are “wasting time,” we are likely to experience a kind of “zone” of clarity in which our decision-making process is noticeably better. If we are disciplined, we will be driven to see patience as a necessary ingredient in making the very best decisions.
- ▶ Heed the old song which reminds us to: “Slow down, you move too fast.”

“A handful of patience is worth more than a bushel of brains.” - Old Dutch Proverb

ENGAGEMENT INDEX - VIEW OF WORK

You scored 6 out of 8. This shows that your capacity for View of Work is moderately well-developed.

The terminology “view of work” relates to how a person looks at, sees, or understands his or her own work. To the extent that work is seen as having value, making some kind of positive difference, or being able to “matter” in some way, the more likely that work will be accompanied by commitment, dedication, and passion. To the degree that work is judged as making some positive difference, there will be additional incentive that rises from within a person to do a good job. A person’s attitude toward work can fall into one of three categories: (1) I “get to work” - work provides me with exciting possibilities, (2) I “have to work” - work is necessary at best or even an impediment to true happiness, or (3) I “should not have to work” – a sense of entitlement exists. The closer one approaches a “get to work” mentality and the farther removed from a sense of entitlement, the more likely work will play a positive role in our lives.

Enhancing Your View of Work:

- ▶ Pay attention to what others are saying about the meaning and positive value that your work brings to their lives. When we gain acknowledgement and positive affirmation from others, we may better understand the impact we are making.
- ▶ Look for specific rewards or advantages that you and the people closest to you have because of your work. You may be making substantial differences and providing substantial opportunities for those around you and closely dependent upon you.
- ▶ It is better to be in an environment of compliment and praise as opposed to an environment of criticism or being taken for granted. To the extent that you can become a role model for gratitude and compliment the work or contribution of others, this whole mentality of positive recognition may have a better chance of being actively actualized.
- ▶ It is important to be doing something that you personally find rewarding, fulfilling, satisfying, and gratifying. Spend time on personal introspection around what it would take to achieve some degree of fulfillment, satisfaction, and gratification in the work you do. Pursue these goals. Passion arises from a sense of purpose.
- ▶ Your own “real work” job may not provide all of these positives. It might be that the gratification factors that you seek may have to come from other roles and other activities outside of your employment. Explore volunteer opportunities in your community, your church, or get involved in the extracurricular activities of your children. Look for ways to make a significant contribution of time, talent and resources to an endeavor that you deem worthwhile.

“One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man.”

- Elbert Hubbard

ENGAGEMENT INDEX - MORALE

You scored 6 out of 8. This shows that your capacity for Morale is moderately well-developed.

A person's morale manifests itself in attitude, temperament, and ultimately in identity and personality. Many adopt the view that someone is born with positive or negative morale factors. Such a belief may be a way of lessening or denying accountability for one's own "view of reality." Believing that one's morale is the result of environmental factors over which a person has little or no control is to deny the role that personal choice plays in the matter.

It is also not unusual for people to see morale as a direct consequence of workplace factors. For them, a negative workplace creates negative morale and a positive workplace creates positive morale. While this kind of assessment may have more credibility than believing that morale is innate, giving any workplace factors or person power over your morale or attitude is to lessen a sense of ownership. While workplace factors can certainly be causative, giving others too much power over essential elements of your life opens the door to adopting the attitude of a "victim" rather than assuming both the ownership and responsibility of crafting your own future.

Morale and attitude are the result of choices. Strong scores in this particular area of The Engagement Index indicate a greater tendency to be in charge of your own morale and attitude. Weaker scores indicate a tendency to allow others to have this kind of control over you, making you something of a puppet on a string.

Enhancing Morale:

- ▶ Remember: attitude and morale do not happen to you—they happen because of you. Focus on being the creation of your own choices.
- ▶ Remember: some people in the workplace (and in life in general) will judge how much control they have over you by the way they can impact your morale and attitude. Give such people an "inch" of your life and emotions, and you can be sure that they will want to take a "mile." Maintain strong boundaries.
- ▶ Negative factors of origin and certain negative factors of work / life challenge are inevitable. Asserting a positive morale and adopting an optimistic attitude can create a triumphant and sometimes heroic aura and can have a powerful impact on the people and environments around you.
- ▶ A "victim mentality" is one of powerlessness. Begin to take control of your future by envisioning a bright and productive outcome. Then apply yourself to achieve the desired result. Whichever direction you choose, it will likely become a self-fulfilling prophecy.

"Human beings, by changing the inner attitudes and morale of their minds, can change the outer aspects of their lives."

- William James

ENGAGEMENT INDEX - DRIVE

You scored 7 out of 8. This shows that your capacity for Drive is well-developed.

Drive relates to the intensity of energy that rises from within human beings and flows as a catalyst (or lack thereof) toward the tasks and activities that a person takes up in the course of daily work and life demands. Drive is often the result of a person having set a “high bar” of personal expectations. If this sense of drive is reinforced by heavy self-criticism, it can lead to an unhealthy need for perfectionism. A typical expression of high drive might be, “If you think I am hard on others, you should see how hard I am on myself.” Here, it is important to make the distinction between having a productive sense of drive or an imbalanced sense of being driven.

There are ways in which drive is like morale and attitude. Some believe that drive is the result of work and life situations that advance or diminish task energy. This is true to a certain extent and circumstances and people can “get us down” or be real “downers.” In some cases, we may need to establish boundaries and/or remove ourselves from such influences in our environment. As with morale and attitude, we must try to become “masters of our own fates” and begin to see drive as a result of choice.

Enhancing Drive:

- ▶ Try to do an honest appraisal of circumstances and individuals in your work and life. Identify those factors that diminish your drive - people and situations that become “downers” diminish your drive. Be discerning enough to realistically understand what you can or should change, what you cannot change, and seek the wisdom to know the difference. It is often difficult for people who possess a strong sense of drive to accept the fact that there are simply some things that they cannot change.
- ▶ Be careful not to expect others to have the same intensity of drive that you have, or believe that others must express their drive in the same way you do.
- ▶ Lighten up on yourself a bit when you feel that your drive is becoming too intense. You don’t want to be like the proverbial athlete who “chokes” when the self-imposed pressure becomes so great that it retards the talent and instinct that would otherwise produce a victorious outcome.
- ▶ Make sure that your drive is a positive means to an end and not a self-contained end in itself. Some people wear drive like a badge of their identity, and then it is likely that this ephemeral badge contains most of their real drive rather than having a drive that actually helps move toward the solving of problems. Perseverance void of productivity is merely the activity of futility.

“Keep away from people who try to belittle your drive. Small people always do that, but the really great make you feel that you, too, can become great.” - Mark Twain

ENGAGEMENT INDEX - SELF-ESTEEM

You scored 6 out of 8. This shows that your capacity for Self-Esteem is moderately well-developed.

An often poorly defined term, “Self-esteem” relates to the way that we see ourselves and the ability to see ourselves in ways that we experience as positive and good. When we look in the mirror, do we see someone that we like, who has worth and value? A positive response here is not an ego trip, but an exercise in self-affirmation. There is much more to this like/worth/value experience than body shape or physical appearance - though these factors usually have some consequence for most people.

Self-esteem refers to the experienced sense of a “who” that is uniquely present even when there is no reminding reflection to be seen in the mirror. In other words, self-esteem has some important relationship to self-awareness and an awareness of uniqueness.

There is an interesting link between the presence of self-esteem and self-confidence. Individuals with stronger scores in this category tend to be more authentically confident. Individuals who score poorly often exhibit less confidence, or mask an absence with actions of compensation that often come across as aggressive exercises in egotism.

Enhancing Self-Esteem:

- ▶ Be reflective and honest about factors and people of criticism in your life. Warning: this kind of honest appraisal can be painful at times. However, there is an unequivocal and unambiguously direct connection between the degree and intensity of criticism that we have experienced in our lives and our self-esteem and self-confidence. Criticism, and its residual negativity, can be absolutely destructive of self-esteem.
- ▶ Consider honestly and carefully the sources of criticism that you have experienced. Sometimes that criticism comes from ignorant, well-meaning people who do not understand the profound impact they are having on our lives. Words and actions always have implications, and criticism can be destructive. At other times, these agents of criticism are mean-spirited and somehow know that making others feel badly about themselves can be a mechanism of control.
- ▶ Criticism is bad, abuse is worse, and sexual abuse is the worst of all. Get help in moving beyond and making peace - gaining control - of these kinds of factors which may have some degree of control over your self-directed thoughts.
- ▶ Balance the criticisms of others with the facts of your own successes and good choices. Don't let the possible negative perceptions of you by others become your perception of yourself.
- ▶ Learn to forgive others for past hurts and move toward healing.

“Self-esteem is the reputation we acquire with ourselves.”

- Nathaniel Branden

ENGAGEMENT INDEX - ROLE SATISFACTION

You scored 4 out of 8. This shows that your capacity for Role Satisfaction is weak.

The roles that we play in work and life are a direct extension of who we are as persons and a major element in our self-concept or the overall manner in which we define ourselves. We are always caught up in playing roles, fulfilling a wide variety of functions, and finding involvement in all kinds of relationships. These larger wholes contribute immensely to defining “who” we are to others and to ourselves.

To have “role satisfaction” means to have a positive feeling about who we are in the context of these societal roles, functions, and relationships. We have many of these roles, to be sure. Since so much of our time and energy is spent in work, it is vital that work be enhancing of our overall role satisfaction. On the other hand, we should be careful about vesting too much of “who” we are in “what” we do. There is a great deal of unfulfilling work out there in the world today. Depending upon work alone to provide adequate role satisfaction can create some degree of personal jeopardy.

Enhancing Role Satisfaction:

- ▶ Do a role inventory. Take the time to do a carefully conceived and thorough listing of all the roles you play. Create a wheel with many spokes (representing your roles), placing you at the center. This is a good conceptual graphic to construct.
- ▶ Then, “grade” these roles on a scale of 1 – 5, with 1 being the least satisfying and 5 being the most satisfying. How many of your “spokes” have a 1 on them, a 2, a 3, etc? How many have a 5?
- ▶ Now, associate time factors with a scale of 1 - 5. How much of your time is being spent with 4’s and 5’s? How much is being spent with 1’s and 2’s? Obviously, we need to make choices and create strategies that match priority of critical time spent with roles that are most rewarding. If this is not happening, what can be done about it? What factors of interference are almost absolutely unchangeable? Are you sure? How long can you reasonably live with this? At what cost to other roles, functions, and relationships?
- ▶ Reflect upon the old truism: “The major problem with work today is not unemployment, but underemployment.” People need jobs that are big enough for them.
- ▶ There is no suggestion being made here about quitting jobs. Most of us need our pay checks, but a higher goal to pursue is pay checks for fulfilling work which allows us to find our highest engagement and finest performance.

“Many persons have a wrong idea of what constitutes true happiness. It is not attained through self-gratification but through fidelity to a worthy purpose.” - Helen Keller

ENGAGEMENT INDEX - MOTIVATION

You scored 7 out of 8. This shows that your capacity for Motivation is well-developed.

There is a direct relationship between motivation and drive. Drive is more the outward expression and manifestation of motivation. Motivation, to a certain extent, fuels and inspires drive. The more that motivation is self-conscious, intentional, and the result of deep personal awareness, the more balanced, constructive, and personally aligned and coordinated that drive will become.

Motivation is the direct result of our self-image. Self-image is how we see ourselves in the future or our “desired state” that we are moving to actualize. Our “imaged,” or imagined, self can act as a powerful catalyst for forward movement toward achieving the goal of establishing our “Better Self” and, eventually our “Best Self.” Ideally, with healthy individuals, this process of growth, development, and forward movement can occur in an evolution that takes place across our entire lives.

Balanced motivation and self-imagining is the key. Lack of motivation is a quick signal to mediocrity of accomplishment. Being overly motivated (or driven) is likely to produce a situation in which the “brass ring” is placed too far beyond our reach and failure becomes more of an active possibility. We can “bite off more than we can chew,” in which case our motivation is too great.

Enhancing Motivation:

- ▶ Consciously practice “present state” or “preferred state” analysis that creates a steady and realistic assessment about where you are and where you want to be. Apply discernment to assess what is realistic and what is unrealistic. A strong score in this category indicates that you will be good at this process; a weak score suggests that outside help could be very important in creating positive momentum toward your goals.
- ▶ Understand clearly that most “Present-state Self” to “Best-state Self” movements occur with the progressive staging of many “Better-state Selves.” We seldom just suddenly jump from “Present-state” to “Best-state.” A very successful, “preferred state” of affairs can be a *Better* state of affairs. While *Best* may always be hanging out there in the future somewhere, *better* can be highly desired and highly satisfying when achieved. The experience of *Better* may also be the most reliable and predictable catalyst for *Best*. Progress in the right direction is what should be sought.
- ▶ Understand that a great deal of conflict occurs because people are motivated in different ways. Some people “leap tall buildings in a single bound.” Others move with the slow, determined pace of the tortoise, but still beat hares to the finish line.

“The only lifelong, reliable motivations are those that come from within, and one of the strongest of those is the joy and pride that grow from knowing that you’ve just done something as well as you can do it.”

- Lloyd Dobyns and Clare Crawford-Mason

ENGAGEMENT INDEX - PROFESSIONAL STRESS

You scored 8 out of 8. This shows that your capacity for Professional Stress is very well-developed.

Stress that is analyzed and categorized is more easily managed. Anytime you wrap appropriate language around a given issue, it becomes easier to address. Professional (work-side) stress and personal (self-side) stress continuously flow in and out of each other. However, sorting stacks - much like sorting whites from colors when doing laundry - keeps everything from running together in a heightened mess that leaves marks and stains that are hard to get out.

Professional stress is stress at work of two types. And seeing these two types is critical. One type of work stress is “un-named” stress, stress that rises from the “fog of war” when elements of activity and decision-making in the workplace are vague, unclear, and unpredictable. This vagueness threatens to deplete our energy for solving problems. Greater awareness and clear communication will help. We must “name the devil” if we hope to conquer it.

A second type of work related stress is “named.” This is stress that is so obvious that it could easily be listed in a corporate SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as a specific **Weakness** or a specific **Threat** (as opposed to threats that come from unknowns that are intangible and hard to address directly). In fact, all data suggests that most people are better at dealing with stress if and when it is specifically identified or specifically “named.”

Enhancing Your Ability to Deal with Professional Stress:

- ▶ Analyze and categorize your stress. What stress is clearly personal? What professional impact is it having? What stress is clearly professional? What personal impact is it having? Name it. Do not leave it vague and undefined.
- ▶ Do further compartmentalizing at work. What are you stressed about that is obvious and easily named? Understand that the very process of naming gives you power to assess, address, and even develop strategies to conquer said stressors.
- ▶ To what degree is stress present that cannot be named? How much emotional energy is drained by worries and fears that remain elusive? If this is the case, you probably need more and better information and more frequent introspection. Do you have processes in place that give you a chance to ask questions and get answers? Seek out people in the organization who will tell you what is going on with clarity and honesty?
- ▶ Compartmentalizing can bring you to the place of making constructive separations between work-side and self-side stress. Learn how to leave work related stress at the office.

“Reality is the leading cause of stress amongst those in touch with it.” - Lily Tomlin

ENGAGEMENT INDEX - PERSONAL STRESS

You scored 5 out of 8. This shows that your capacity for Personal Stress is less well-developed.

Do the sorting, categorizing and compartmentalizing noted in the previous section. The more you are able to isolate stressors, the more effective you will be in garnering the strength and strategies for dealing with those stressors. It is also important to understand that elements of personal stress, like work stress, also run the gamut from vague to clear. As previously stated, clearly identified elements of stress can be more easily addressed.

Obviously, a great deal of personal stress is relational in origin. Stress may often be related to a mate, children, or even aging parents. When stress is relational in nature, you are usually dealing with problems and issues that cannot be solved unilaterally and require the interaction and cooperation of an objective outside person. Lack of cooperation and an unhealthy style of interaction can often defeat a process of improvement before it even has a chance to get started. Sometimes, the best you can do is focus on keeping yourself emotionally balanced and remaining calm and composed. You cannot change another person even though you may be in the right and your intentions may be golden.

Enhancing Your Ability to Deal with Personal Stress:

- ▶ In most instances, personal stress will be more demanding and more complex than work stress. Strategies that have worked in professional settings may not work in personal settings. Being a “good problem solver” at work does not mean that you will automatically be able to find success in solving problems at home. Don’t make matters worse by being too hard on yourself.
- ▶ Most personal problems involve two (or more) people as solvers and as causers. If you have a problem with another person in a personal setting, that other person could really be most of the problem. But, it would probably be unrealistic to think that you are not part of the problem. Be honest about your part, and think about how you can work on your part. It takes “two to tango,” and it usually takes “two not to tango.”
- ▶ Real, complex personal problems are not easily solved when we are worn out tired. Approach big issue problems when you are better rested, relaxed, and have had a chance to push back a bit from prominent causal factors.
- ▶ Many personal problems are exacerbated by unwise decisions about money. Be careful about how money is spent. Try not to see who you are in terms of what you have. You may want to “keep up with the Joneses,” but don’t forget that these apparently problem-free Joneses may be up to their noses in debt and the personal problems that follow
- ▶ When necessary, establish clear boundaries with those who may be acting in unhealthy ways.

“It is how people respond to stress that determines whether they will profit from misfortune or be miserable.”

- Mihaly Csikszentimihalyi

ENGAGEMENT INDEX - WORK/LIFE BALANCE

You scored 6 out of 8. This shows that your capacity for Life-Balance is moderately well-developed.

The issue of establishing strong life balance, or “Work/Life Balance” as it is commonly called, is probably more critical than it has ever been. The more demanding and uncertain life becomes the more work/life balance is needed to keep things on an even keel. In recent studies conducted at Yale University’s School of Management and at the Institute for Excellence of the Yale New Haven Healthcare System, the measurable presence of Work/Life Balance has been found to be a powerful indicator of qualitative performance.

Most workplaces make the categorical mistake of seeing Work/Life Balance as a “soft issue” that has little or no relevance for workplace success. Therefore, most workplaces work on the maxim of “more and more out of fewer and fewer for less and less.” The implications for workplace success when pursuing this formula are devastating. Few people are rewarded for focusing on establishing Work/Life Balance, and even fewer workplaces have conscious agendas for advancing better Work/Life Balance. If only business organizations could see the positive relationship between enhanced Work/Life Balance and lowering of healthcare costs, more productive conversations and agendas could begin.

Enhancing Work/Life Balance:

- ▶ The most powerful catalyst for change is awareness. It is vital, within the home and within the workplace, to create intentional conversations that raise awareness on issues related to Work/Life Balance. Without increased awareness and honest dialogue, change of any substantive nature is not very likely.
- ▶ Allow everyone to “sit at the table” on these conversations. Ideas and perspectives on Work/Life Balance - both how its absence is impacting others and what can be done to improve it - can come from some of the most unexpected sources.
- ▶ Realize that we do not become who we are overnight. Likewise, real change is not going to occur overnight. Chart a process of change, making incremental movement forward. Then, measure and monitor growth. Remember that the journey of a thousand miles begins with the first step and let patience rule the process.
- ▶ Most people experience stops and starts when improving in the area of Work/Life Balance. Those who keep their sights focused on what they want to accomplish and work every day to define what “a little bit better” means, find surprising and gratifying success.
- ▶ Achieving Work/Life Balance is not easy or everyone would have already done it. Allow yourself the latitude to “struggle” with this issue, realizing that it is difficult to master the complexities of expectations, demands, and delivery of results.

“The best and safest thing is to keep a balance in your life, acknowledge the great powers around us and in us. If you can do that, and live that way, you are really a wise man.”

- Euripides

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