



## What's inside?

Below the surface of personality, attitude, behavior, and performance are barriers that interrupt progress.

Corporations and individuals across America are breaking through.

## Assessment Report

Personal and Professional Development

John Doe  
2005-11-11



## 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 6 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 6 ADVISORS™

Our thoughts are divided into six primary dimensions. We metaphorically call these six dimensions of thought our 6 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 6 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: 97%**

**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: 77%**

**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 6 ADVISORS™ Assessment Report

The following pages graphically illustrate situations in which your 6 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?

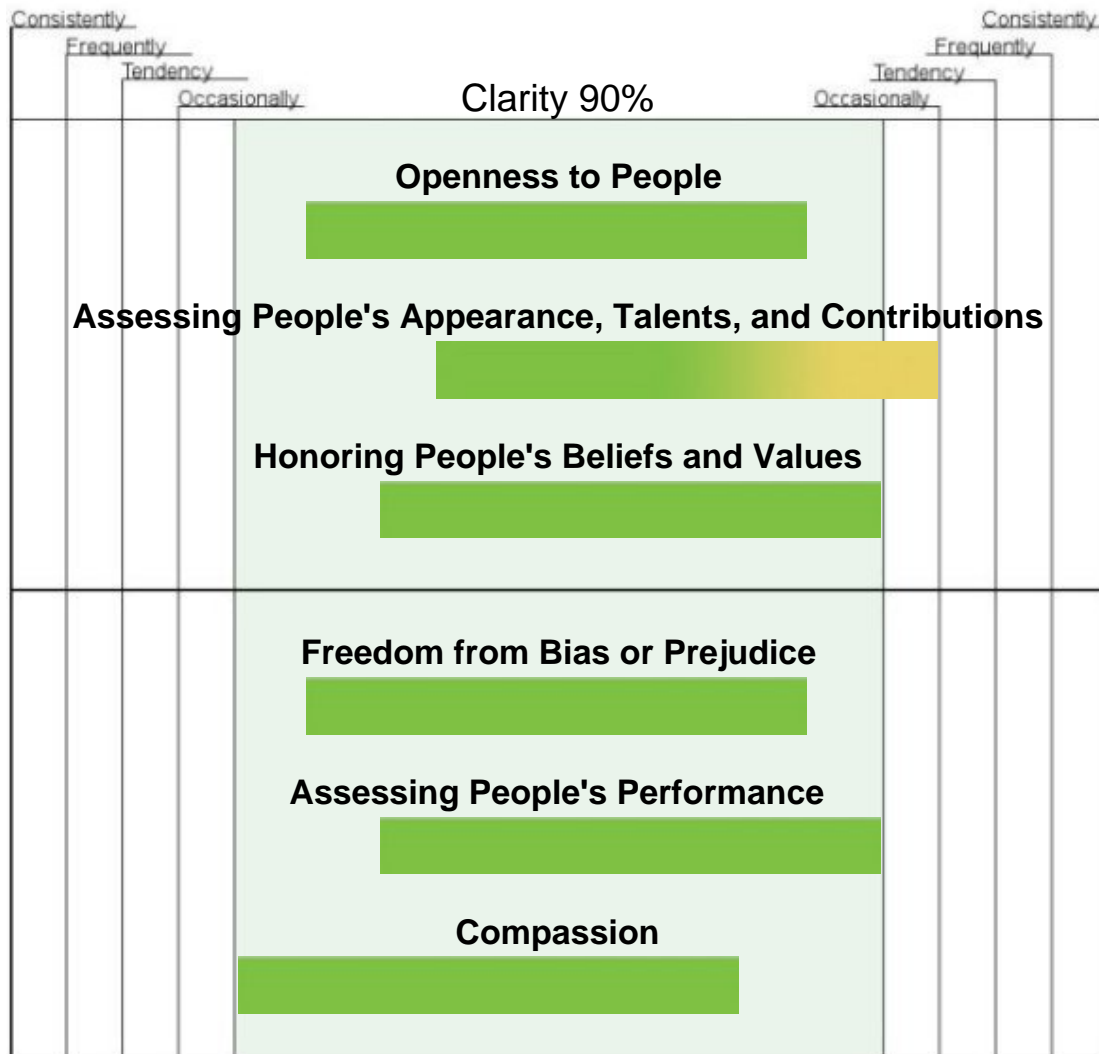
**Consistently:** Your Advisor thinks this way and insists you act accordingly. How often are you on automatic regarding this issue? Could this be a blind spot?

Being aware of your 6 ADVISORS™ and the advice you may be receiving is the first step toward taking control of your life. Enjoy the Journey!



# Empathy-Intuition Advisor

## External World



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.

Balanced Capacity

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.

**Occasionally:** 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.

Balanced Capacity

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.

Balanced Capacity

Notes:

# Practical Judgment Advisor

## External World



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.

Balanced Capacity

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.

Balanced Capacity

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.

Balanced Capacity

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.

**Occasionally:** This Advisor may not recognize or fully understand the potential danger or harm that a problem or obstacle can cause.

**Potential Implications:** This Advisor may encourage you to minimize the seriousness of a problem or obstacle because a) it doesn't think it is a serious problem, b) it doesn't want to know how serious the problem really is, or c) it thinks it can't afford the time to deal with it right now. Have you ever put off taking action only to have a problem come back and bite you later?

**Tone of Internal Dialogue:** "It can't be that bad." "I don't have time for that right now." "If we stop every time a little problem comes up we will never get it finished."

Notes:

## Protecting Property and Things

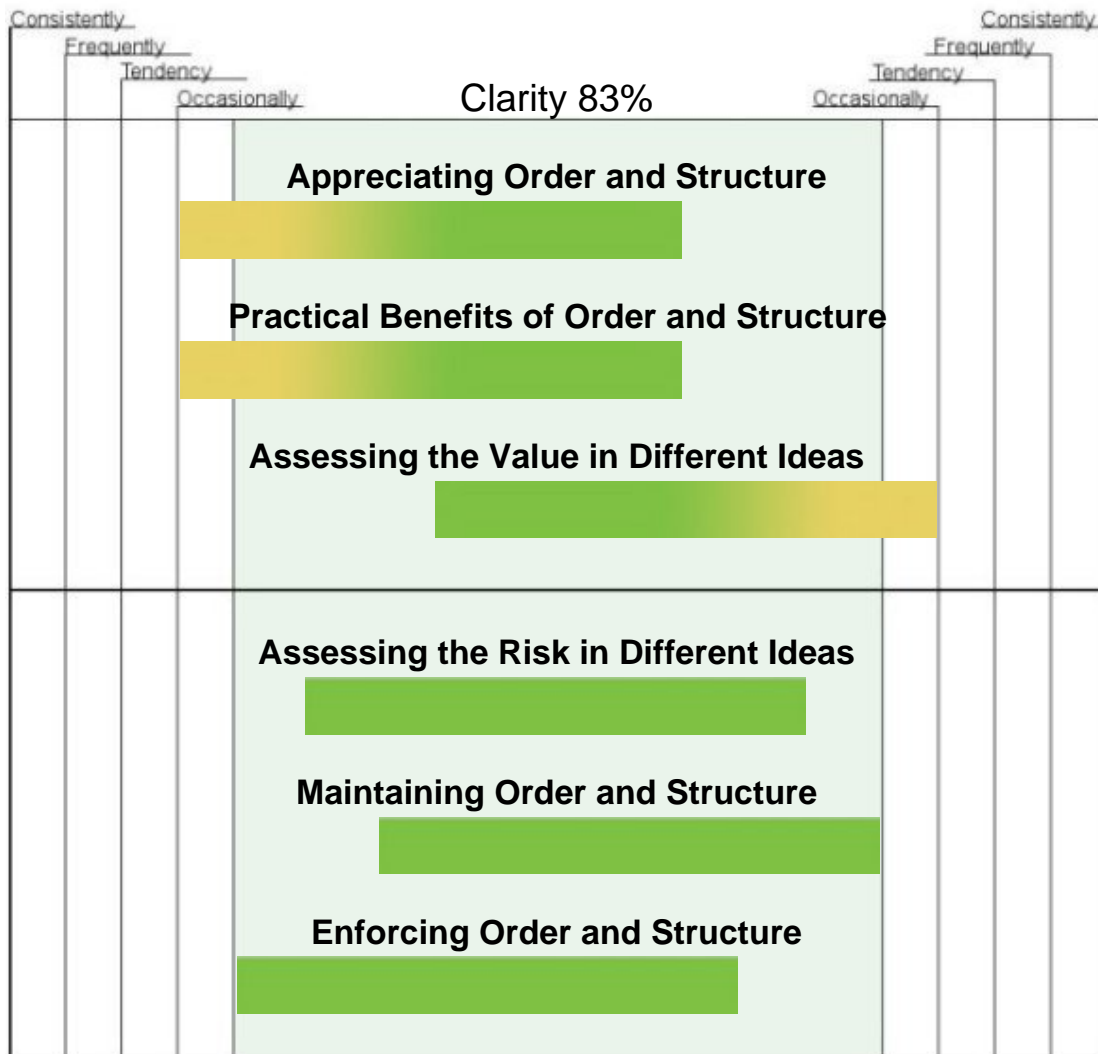
**Balance:** Recognize when things need to be maintained, organized, or cared for and take the action needed to do so.

Balanced Capacity

Notes:

# Systems Thinking Advisor

## External World



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.

**Occasionally:** 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.

**Occasionally:** This Advisor may place too little value on following the rules and/or respecting people in positions of authority. It may have a maverick, "I'll do it my way," approach to living.

**Potential Implications:** This Advisor may covertly or overtly try to find ways to avoid controls that limit your options. It may be cautious, resistant, or even resentful of anyone who uses their positional power to impose rules. It may even be more comfortable making mistakes than taking direction. How do you react when someone "tells" you what to do?

**Tone of Internal Dialogue:** ". . .and I did it my way." "Respect must be earned." "Rules are made to be broken."

Notes:

## Assessing the Value in Different Ideas

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

**Occasionally:** 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

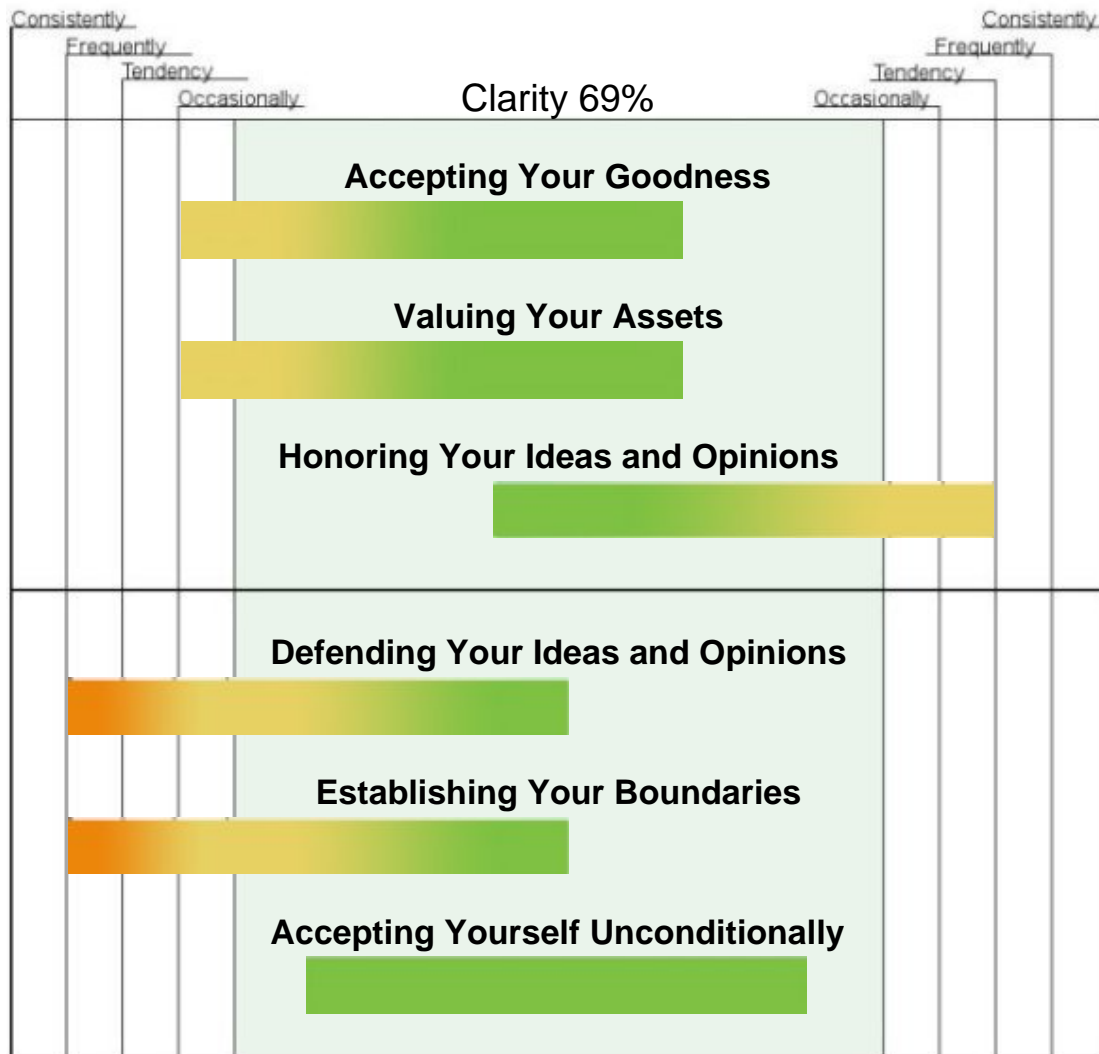
**Balance:** Have a realistic, balanced, and appropriate expectation regarding adherence to rules, policies, and systems.

Balanced Capacity

Notes:

# Self Esteem Advisor

## Internal World



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.

**Occasionally:** 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.

**Occasionally:** This Advisor may question or even doubt the value of your appearance, unique talents, accomplishments, possessions, or what you do.

**Potential Implications:** This Advisor may encourage you to compare your very worst with someone's very best and create unrealistic standards for self-acceptance. This Advisor may be more focused on what you don't have than on what you do have. This Advisor may question your ability to solve problems or accomplish new or difficult tasks. If I said half the things to you that this Advisor says to you, would we still be friends?

**Tone of Internal Dialogue:** "I don't know if I could handle that task." "They're just saying that to make me feel better." "I could never be as attractive/talented/successful/etc. as \_\_\_\_." "I'm so confused."

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.

**Tendency:** This Advisor may encourage you to emphasize your commitment and/or dedication to your ideas and opinions.

**Potential Implications:** This Advisor may encourage you to validate your worth by making sure people know what you think is right or wrong. This Advisor may even encourage you to weave into conversations information about what you think is right or wrong in an attempt to influence other people's ideas and opinions. What ideas or opinions are so important to you that you feel compelled to persuade others to agree with you?

**Tone of Internal Dialogue:** "I think everyone should be/do/think \_\_\_\_." "If I were in charge, I would \_\_\_\_." "I work harder than everyone else."

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.

**Frequently:** This Advisor may have difficulty separating your ideas and opinions from your self worth especially when someone challenges your ideas and opinions.

**Potential Implications:** This Advisor may discourage you from standing up for your ideas and opinions, giving others the impression that you are open, tolerant, or accepting of their ideas. It may even encourage you to abandon your position thinking that it is safer to give in than to risk confrontation or rejection. Do you ever find yourself agreeing with someone to avoid conflict?

**Tone of Internal Dialogue:** "I'm really uncomfortable with their ideas but. . ." "My career (or relationship) depends on it." "I can't win anyway."

Notes:

## Establishing Your Boundaries

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

**Frequently:** 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

## Internal World



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.

**Consistently:** This Advisor may have unrealized or unrealistic expectations about how fulfilling, rewarding, or joyful the things you do should be.

**Potential Implications:** This Advisor may focus more on what is wrong with your life than what is right. It may even think that you could never be happy doing what you are currently doing. How difficult is it to find the energy needed to do what you do day in and day out?

**Tone of Internal Dialogue:** "I thought I would be more successful by this point in my life." "I hate my job, my car, my house, my \_\_\_\_." "This is not what I planned for my life."

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.

**Tendency:** This Advisor may think that how you are currently spending your time isn't of real value to you or others.

**Potential Implications:** This Advisor may underestimate the importance of the work you do, the contributions you make, or the compensation and recognition you receive for doing it. This Advisor may even encourage you to subtly build into conversations dialogue about your current dissatisfactions. Do you ever feel you could be doing something more important, productive, or rewarding with your time?

**Tone of Internal Dialogue:** "They'll never notice anyway." "What I do doesn't really make a difference." "Anybody could do this."

Notes:

## Managing Your Time and Energy

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

**Frequently:** This Advisor may have unrealistic expectations about what you can actually accomplish with the time, energy, and resources you have available.

**Potential Implications:** This Advisor may expect you to do too many things and do them all perfectly. It may create a sense of urgency that can leave you feeling frustrated, overwhelmed, disconnected, unproductive and even out of control when you don't get everything done. Do you ever wish that you could get off the merry-go-round and find a less stressful way to live your life?

**Tone of Internal Dialogue:** "There has got to be an easier way." "I can't keep doing it this way."  
"This drives me crazy."

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.

**Occasionally:** This Advisor may find little or no personal value in the way you are currently spending your time and energy.

**Potential Implications:** This Advisor may have a lack of enthusiasm for your current roles and responsibilities. It may not recognize or appreciate the value or benefits of how you are spending your time. This Advisor may believe that what you are doing is not of real value to you or others. It may even be resigned to take on tasks that are unpleasant or unsatisfying. What price are you paying to do the things you think you have to do?

**Tone of Internal Dialogue:** "I have to work this weekend too." "If it were fun, they wouldn't call it work." "What other options do I have?"

Notes:

# Self-Direction Advisor

## Internal World



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.

**Occasionally:** 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.

Balanced Capacity

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.

**Consistently:** This Advisor may create unrealistic expectations about how everything and everyone should function.

**Potential Implications:** This Advisor may create very vivid mental images or strong emotional impressions about the way it thinks your life should be and become very attached to these ideas. As a result, this Advisor may focus on what is wrong in almost every situation. It may encourage you to become disappointed, anxious, frustrated, or even angry when reality differs from, threatens, or interferes with its expectations about how things should be. It may even spend valuable time thinking about how your life will be better when you finally reach your destination. How often do you get frustrated by the weather, the traffic, other people's performance, your financial condition, relationships, your job, etc., etc.? How much time do you spend thinking about what it will be like when. . . ?

**Tone of Internal Dialogue:** "This is not the way it was supposed to be." "Why is this always happening to me?" "I can see it so vividly that I can almost touch it."

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.

**Frequently:** 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.

**Consistently:** This Advisor may view the time, energy, and actions needed to bring your goals and expectations into reality as barriers to your success.

**Potential Implications:** This Advisor may encourage you to minimize or even ignore the importance of doing what it thinks are repetitious, boring, and mundane actions. It may encourage you to become frustrated or disillusioned when these things get in the way of your expectations. This Advisor may even encourage you to focus more time and energy on the rewards of accomplishment (outcomes) than on the work required to get there. How frustrated, discouraged, or even angry do you become when confronted with the numerous repetitious, boring, and mundane tasks required on a daily basis to bring your goals or expectations to fruition?

**Tone of Internal Dialogue:** "I just want to be successful." "At this pace, I will never get there." "I just want to do things that are exciting and meaningful."

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 6 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 6 ADVISORS™ 90-day coaching program that includes:** 14 sessions with a trained 6 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 6 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 6 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!"