

Custom KII® Report For:

Pat Dockter

March 24, 2018

KELLER INFLUENCE INDICATOR[®] (KII[®])

Published by Karen Keller International, Inc. Michigan, USA

First Edition.

Copyright © 2018 Karen Keller International, Inc., All rights reserved worldwide. No portion of the KII[®] in any format may be reproduced, translated, distributed, or otherwise, except as permitted under section 107 or 108 of the 1976 United States Copyright Act, without the expressed prior written permission of the author.

The Keller Influence Indicator[®] or KII[®] is for your own personal use and may NOT be distributed in ANY form. Ethical use of the KII[®] is the responsibility of the participant. Your KII[®] scores are to be used as a valid measure of existence and degree of the Seven Traits of Influence[®].

The purpose of the KII[®] is to identify strong and challenging areas and how this impacts your potential to be influential. The KII[®] was created to facilitate an understanding of what makes you influential or what could be stopping you from being influential. Your K-Factor[®] and Trait Scores do not determine who you are as a person.

WHAT IS INFLUENCE?

Influence is the key factor in shaping how you are able to stand out from the crowd, be the voice that molds the opinions of others, or leads an organization from failure to success. Influence is that intangible quality that guides and motivates each and every person, and it is inescapable.

The mainstream meaning of influence has been, up to this point, externally based. They teach you to influence by doing or saying something to get a response. This approach puts you in a state of 'doing.' Influence here is something that happens outside of you.

The world's most influential leaders and business people know that real influence starts with you, not the other person. It begins by learning who you are and the traits you possess that provide the foundation for you to become an influential person. This approach puts you in a state of 'being.'

The Keller Influence Indicator® (KII®) measures the 'internal' aspect of influence. Influence from this perspective is the capacity to effect change on the character, development, or behavior of someone or something. It is learning and developing the single most important traits that will make you an influential person, not just a person who influences. The capacity to be influential exists in every person.

Having this higher order of influence, of being influential, gives you the opportunity to impact your life, other's lives and your community.

WHAT IS THE KELLER INFLUENCE INDICATOR®?

The Keller Influence Indicator® (KII®) provides you with an overall score called your K-Factor®. The K-Factor® is a score that represents the total measure of your potential to be influential. That score encompasses all of the seven traits necessary for being influential: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability.

The K-Factor® is a measure of the degree to which you are leveraging all your influence traits. Your K-Factor® score falls within a range between 25 to 100. The higher your K-Factor®, the more developed your influence traits are thereby increasing your potential to be influential. With your K-Factor® you now have a benchmark that lets you track your progress over time.

Within the KII® report you will find individual scores for each of the seven trait scales mentioned above: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. These scores indicate how well developed each of your influence traits are within that particular scale.

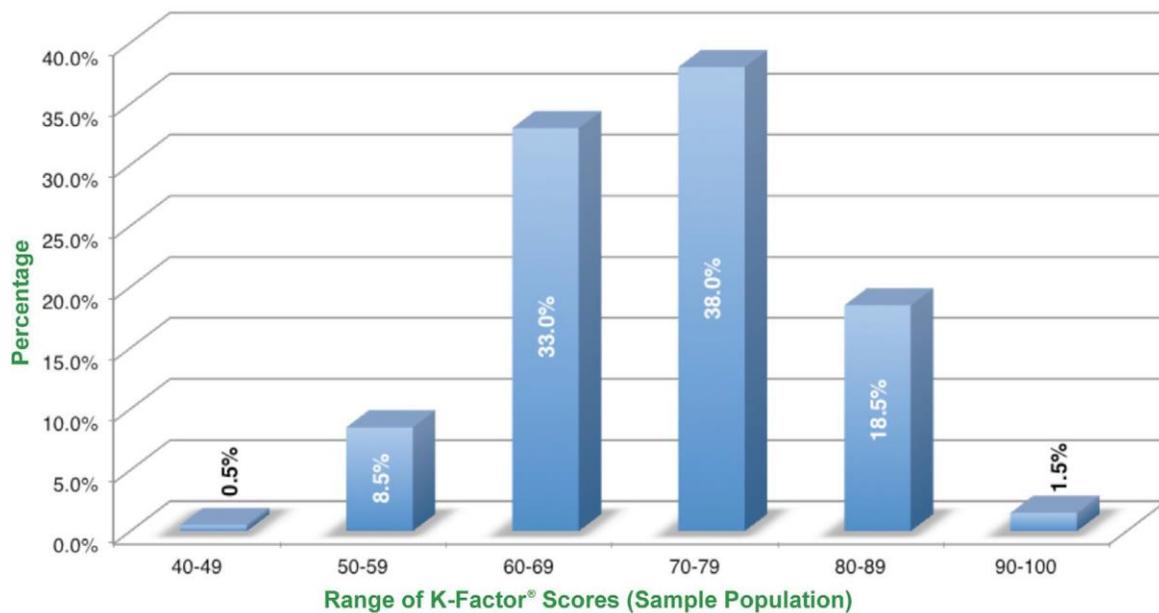
Each trait scale contains seven sections: trait score meaning, your competitive advantage, your personal strengths, blindspots and pitfalls, improvements to make, benefits of improving, and how the trait is used at work, home and in the community.

At the end of this report you will find a video that gives you a greater explanation of your K-Factor® and how you can use this information.

YOUR K-FACTOR[®] SCORE



K-Factor[®]



The above graph depicts the percentage of the sample population that are in a particular range of K-Factor[®] Scores.

You have a solid potential to be influential. This means you are learning to sort out and define what matters most to you. For instance, you don't get caught up in the chatter and business around you. You are learning to depend on your insightful judgments, which for the most part, are based on your intuition. You are working at discerning what is important and what is distracting to the task at hand.

You have the ability to follow through with your top priorities. Making a decision is serious to you because you know that each decision you make has the potential to turn events. You tend to gather as much information needed to make an informed decision.

You are optimistic about the future. The future looks bright and promising to you, mainly because you see yourself as being a significant player in making it that way. You live with a sense of hope that things will get better and work out for the best. You don't second guess yourself. Rather, you depend on your instincts and intuition to guide you.

Thinking for yourself is a strong habit you've developed throughout your life. Thinking for yourself gives you energy, a sense of commitment, and purpose. You are not a crowd pleaser or follower. You live your life as you see fit, one that expresses your identity.

Listening is an important goal for you, especially if you are in a leadership position. The real reason you listen is to learn more: more of what other people want, more of how people feel and more of how you can be helpful. You are willing to learn whatever it takes to make you a better person, a better friend, and a more responsible citizen.

Your current K-Factor® score means you have a good sense of who you are and where you are heading.

Now that you know your K-Factor®, the following seven scores represent each individual trait score that configured into your K-Factor®.

YOUR TRAIT SCORES SUMMARY



YOUR CONFIDENCE
SCORE: **78**



YOUR COMMITMENT
SCORE: **88**



YOUR COURAGE
SCORE: **80**



YOUR PASSION
SCORE: **87**



YOUR EMPOWERING
SCORE: **88**



YOUR TRUSTWORTHINESS
SCORE: **84**

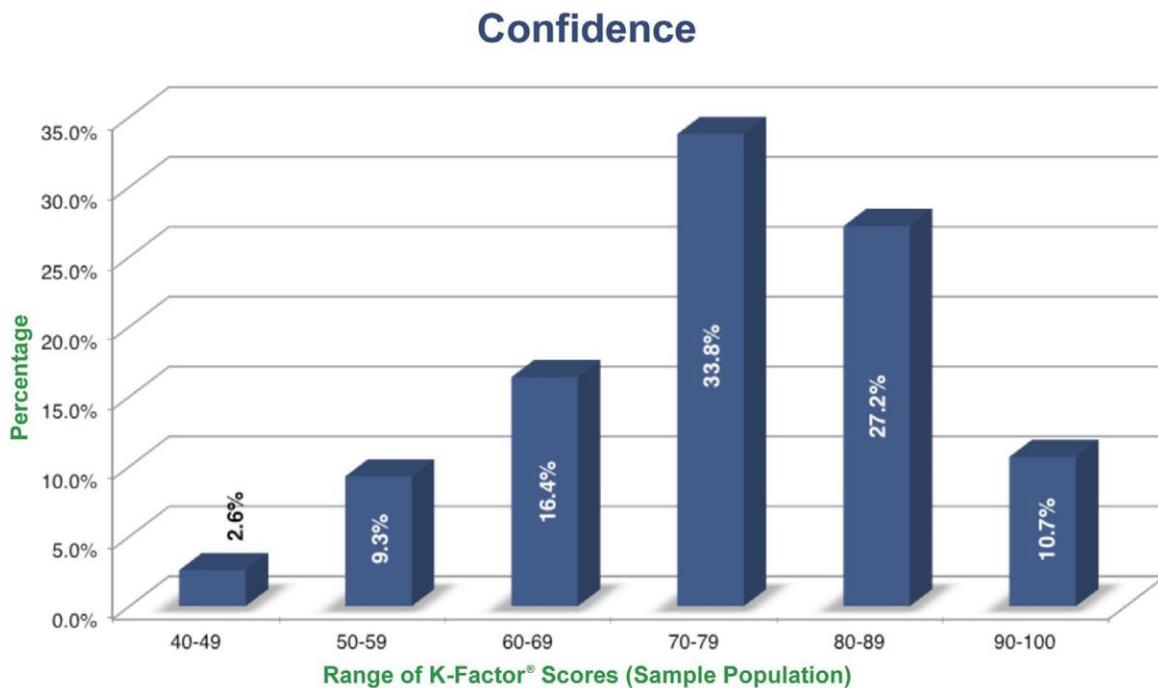


YOUR LIKEABILITY
SCORE: **80**

CONFIDENCE SCORE



YOUR SCORE: **78**



The above graph depicts the percentage of the sample population that are in a particular range of Confidence Trait Scores.

▶ CONFIDENCE



What is Confidence?

Confidence is your mental attitude of believing in, trusting in and relying on yourself and your abilities is the greatest measure of your self confidence. Self-assuredness in your own power and personal judgment is a strong indicator of self confidence. Real self confidence is present when you feel comfortable especially in situations with unknown outcome and uncertainty in general.

Confidence is a measure of the trust or faith you have in yourself and your abilities. It is the knowledge that you can succeed in a situation if you apply your skills to the important aspects of the task at hand.

True or ultimate self confidence is accompanied by a “whatever it takes” attitude, where you promise yourself to try as hard as you can to reach your aspirations and goals, no matter how difficult it will be.

Confidence Score Meaning

You have good interaction skills that you are comfortable with in most areas of your life. You enjoy the challenge of persuading people to your way of thinking. You find your world exciting and thrive on happiness. You give a good first impression because of your confidence in knowing who you are and what you value.

Your confidence shows in both your verbal and non-verbal communication - how you speak, what you say, the words you use, and how you feel. People find you attractive because they feel good around you (a natural side benefit of high confidence).

You tend to find the humor in situations, as you know the importance of not taking yourself too seriously. You don't embarrass easily. You are confident in knowing your assets as well as your liabilities. Acknowledging your accomplishments is easy for you. And on the other hand, you own up to weaknesses or mistakes because you accept you can learn from them.

There are three elements that contribute to having confidence - how your family treats you, the state of your relationships (both personal and professional), and the progress you make in your career, your work or on your goals. Think about these three elements and reflect about how they have contributed to your high self-confidence.

You understand the necessity for change – without it nothing would prosper or flourish. You are fortunate to have come from an environment that has supported you in developing the ability to accept change. Dealing with change is a key indicator of how your confidence continues to grow and how it sustains you in all aspects of your life. It is obvious you deal well with change. And not only change you create or agree with but also unpredicted or uncontrollable change.

Your willingness to accept responsibility and make decisions makes you a solid candidate for leadership roles. In fact, you approach most leadership roles as a new challenge and with enthusiasm. You see this as another opportunity to increase your self-confidence. People can count on you to find solutions to problems. They see you as a confident person they can trust. Whether you lead a major Fortune 500 company, a small home-based business or the coach for your daughter's soccer team, you have the confidence to move forward, push the envelope and find your potential.

Your Competitive Advantage

As confident as you are, it's apparent that you have a certain amount of self-love. And self-love is at the heart of confidence. You see yourself as worthy of what you work for and realize that it is up to you to achieve what your talents and skills allow you to. You don't often seek the approval of others, rather you seek the involvement of others to further your cause; be it an important goal, a major step in your own personal growth or an external task you have a firm belief in.

You have a realistic perception of who you are, what you want, your priorities and your measure of success. You live in two worlds simultaneously – the physical world (or the external world) and the world that exists in your mind and imagination. It is common that when you want greater fulfillment and happiness in your life most people will tell you to make changes in your external world. Although making external changes will have some effect, you understand that it's the changes in the reality of your mind that will make a lasting impact on your happiness and fulfillment.

For you, balance is key. You need to have a realistic perception of all of this in your mind. Your perception shouldn't be irrational and it shouldn't be devaluing either. Because this is a balancing act it takes practice at finding who you really are and what is really important to you. You realize that at the very core level of emotions, your happiness in life has very little to do with accomplishments in your external reality.

The beginning of a solid, healthy confidence is knowing who you are and what you want to do or be known for. This means asking and answering for yourself some tough questions. Next, you have to set your priorities, which you are already doing. There is only so much time and energy so it's important that you pick ones that makes your heart sing – your passion – something that fulfills your needs and desires. Knowing what you want and making it big will continue to increase your confidence.

You appear to have a way of measuring your success – that meets your terms and standards. Now, success can be found in several areas of your life; losing that first pound, holding your first team meeting, or graduating from school. What matters is that you can evaluate what you are doing – the path you are taking. Too many people stay on the same path without measuring or assessing if it's the right path for them. Then they wake up wondering if that is all there is. This bit of wisdom is something that you no doubt will continue to reflect on.

Your Personal Strengths

You have learned the value of taking risks. You are intentional at creating opportunities which often times come with risk. Even though you sometimes experience fear or confusion when taking risks, it doesn't stop you from moving forward and new things. Putting yourself 'out there' is something you have learned to do to achieve your goals. You have acquired the habit of not remaining in your comfort zone. Leaving your comfort zone has proven many times to be where you find the most opportunities even though it didn't appear that way at the time. Your confidence is reflective of your ability to deal in a healthy way with criticism or critical feedback. Because you know yourself and understand your strengths and weaknesses, you recognize the value of hearing others' account of you. You don't take it personally. You recognize if the criticism is helpful or hurtful then you behave accordingly. Criticism is seen as a tool to help you achieve even more.

You don't spend much time comparing yourself to others. In fact, you find it quite useless. You prefer to measure yourself against yourself. You look at what you've achieved then you set your sights beyond and push forward. You believe in yourself - in your capabilities, your ideals, and your faith. If you've ever had problems with self-limiting beliefs, you've found ways to get them under control. Self-limiting beliefs do not hold you back. Rather you seemed to have found a way of dealing with them effectively.

Blindspots and Pitfalls

When it comes to your challenges or 'blindspots' there are a few things you should be aware of. First, you need to be careful that your self-love doesn't turn into arrogance. This can be perceived as disregard or dismissal of others. You may be seen as talking down to others. When you find yourself interrupting every conversation or your attention is wandering – those are warning signs of arrogance.

Another potential side effect of high self-confidence is the appearance of being too laid back. You run the risk of

being seen as too carefree or as a 'social butterfly' who people won't take too seriously. If they don't take you seriously, they will not listen to what you have to say.

Being highly confident can be mistaken for appearing overly confident. When this is the case you don't make a good first impression. In order to not only make a good first impression but maintain it you should increase the attention you give to the other person. Give them the stage. Let them share themselves with you. Make the time to listen, observe and share back. This will not only increase your confidence but will heighten your credibility. When you are credible people listen, they respond and they follow your lead willingly.

Sometimes people with high confidence tend to place high expectations on themselves. Be aware of this tendency as it can lead to high amounts of stress. You can eventually start accepting nothing but the 'perfect'.

Improvements to Make

If you haven't already, you're becoming skilled at developing a powerful confidence strategy that builds and leverages your personal and professional strengths. There's that word again, strengths. This doesn't mean you ignore your weaknesses or challenges. On the contrary, because you are comfortable recognizing them and meeting them head on, you have an advantage in actualizing your own growth.

Continue figuring out and practicing a confidence strategy that works for you. And whatever specifics you include in your plan make sure it is driven by desire. Desire is the key when looking at the ability to change a failure habit into a success pattern.

You are a firm believer that anything worthwhile is worth having a solid strategy for it. And confidence isn't any different for you. It's probably the most important thing in your life – so do everything you can think of to put your confidence on autopilot. Have a strategy that works in your favor, plays to your strengths and supports you at all times especially when your confidence feels threatened. Having a confidence strategy to fall back on is a confidence builder in and of itself.

Even though you have high confidence it's important that you maintain balance between everything you know about yourself and what challenges you may face in the future. That means staying grounded with who you are and at the same time recognizing that there still are frontiers to conquer. No one person has perfect confidence. We all get shaken at times, experience uncertainty and stumble. But the confident person picks themselves up and starts over. They stay the course.

Be open to the realization that there will be times your confidence is shaken, that you won't always be quite so decisive, and that you are just as human as the next person. That will keep you endearing to those around you.

Benefits of Improving

There are three barriers to confidence: worry, criticism and perfectionism. These are barriers that you have successfully conquered or are in the process of conquering by developing your confidence. Let's take a closer look at the benefits of improving yourself in the areas of worry, criticism, and perfectionism.

There are two reasons people worry. Number one – they have a lack of faith in their abilities and competence. It's hard for people to change when while growing up they've been recognized for a specific ability and as an adult they now have other abilities so they worry that they will no longer be accepted – for their new abilities. Basically, they then find it hard to let go and let things unfold as they will.

The second reason people worry is because they want to control everything. The reason they want to control everything is because they assume they will be judged based on other peoples' expectations. "I want to control things because I believe that if I do then everything will turn out perfect." Conquering your worry allows you to see possibilities and experience the joy in success.

The next barrier is criticism - both giving and receiving criticism. Sometimes you are conditioned to 'take care of' or be sensitive to others feelings that you don't want to rock the boat. You have learned to deal with criticism in a healthy, self-supporting way that is significant in building strong confidence. You handle criticism by listening to it, considering if it has merit and either responding if it does or letting it go if it has no merit.

The third barrier to high self-confidence is perfectionism. You don't let perfectionism limit your achievements before you've even started which then limits your actions. You understand that your actions are controlled by your thoughts, and when your thoughts are demanding you be perfect you don't have much chance of achieving. It sets up an unconscious mindset of if I don't, or aren't 'the best' then I am nothing. Thankfully, you have found a way to avoid this conversation in your head. Perfectionism takes the joy out of achieving. And you have learned that real confidence happens when there is joy in all you do.

Being aware of and overcoming these barriers will move you closer to experiencing the benefits of your confidence; gaining respect, being attractive based on who you are, and feeling positive about your life. Your overall health is better, you take pride in your work and stepping outside your comfort zone will lead you to new opportunities.

Use Confidence in All Parts of Your Life

Confidence at Work

Confidence at work gives you credibility. It provides assurance to co-workers, bosses, and direct reports that you know what you're doing, willing to make tough decisions and that you can be reliable. High confidence shows in how you give feedback, make suggestions and encourage ideas. People see you as someone they can depend on and who will make a difference. With confidence you can forge ahead and perform at your peak level. You are setting yourself up to achieve your true potential. Once this becomes your normal way of being, you will move ahead in your career, possibly start your own business, and create circumstances for greater professional attainment.

Confidence at Home

Being a confident person in your personal life helps you become a more enthusiastic, motivated and determined person in all your encounters. Once you improve your confidence, that is, how you think and feel about yourself, your beliefs and actions will follow. You become attractive to others. They want to hear what you have to say, what you think, and your ideas. You will smile more and see more pleasures than disappointments in your life.

Confidence in the Community

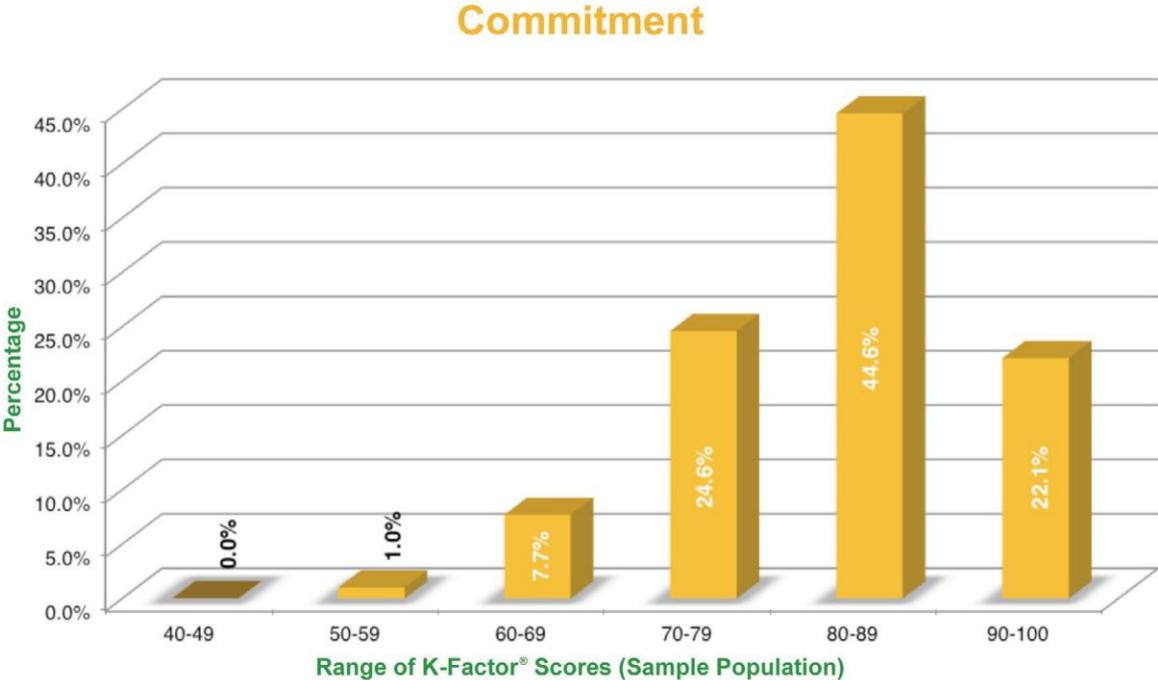
The confident person garners a great deal of admiration in their community. People place them in high regard, respecting their contribution. Confidence helps you have a feeling of being connected to your surroundings. And when you feel connected it is easier to reach out to neighbors or local organizations, helping them achieve their goals. It's confidence that allows you to communicate across various differences in order to access resources and address problems.



COMMITMENT SCORE



YOUR SCORE: 88



The above graph depicts the percentage of the sample population that are in a particular range of Commitment Trait Scores.

▶ COMMITMENT



What is Commitment?

Commitment is the underlying force behind achievement. It is the single most determining factor as to whether you will receive all that is out there for you. Commitment is recognized by action. It is achieved without excuses, debate, or lengthy analysis.

Commitment represents a defined sense of purpose. Once that purpose is identified you are dedicated to it through your intention and action of furthering growth, learning and promise. You can only make a commitment to others when you have made a commitment to yourself first.

Commitment Score Meaning

When it comes to commitment you know the difference between important and desirable. You understand that when you view your goal and desirable but not of major importance, no matter what you want, it won't materialize. Most of the time you understand that your goal must be of major importance for you to extend the willingness to make whatever changes or develop new habits to accomplishing it.

This level of commitment score means you are willing to 'get your hands dirty.' What this means is you start down a path towards a goal, even though you are cautious to fully commit to it – you're not afraid to take a chance and see what could be. Your 'sort-of- want-to-accomplish-something' becomes your 'want-to-accomplish-something'. You have successfully conquered the excuses than used to pop up causing you to be uncertain

You no longer feel overwhelmed to the point that making another commitment to anything else seems impossible. The idea of saying yes doesn't make you crazy. You are able to look back at successful past commitments to help you move forward with more commitments. You do not feel ambivalence between making a commitment or not. You have developed the maturity to clearly make a decision about commitments and listen to your intuition to guide you.

Your total success on any endeavor you have is directly related to the commitment you make to it in the beginning. Commitment exists on three levels. These levels are like building blocks, each one increasing your power to stay committed. These three levels are: commitments that you mentally make to yourself, commitments you make to yourself in writing and commitments you express to others.

You find it quite easy to practice the first level of commitment, where you keep it to yourself. Keeping the commitment to yourself makes you feel more secure and in control of your commitment. You realize how important this is and do it quite often.

In fact, you are easily able to write down what you have made a commitment to. You use it as a reminder and a way to feel accomplished and moving toward an important goal. Now, you are working on expressing your commitments to other people. Doing this will improve your commitment score and increase the amount and success of your commitments. The importance of sharing your goal with a trusted person will strengthen your commitment to your goal or relationship and you'll gain genuine support from someone who can help you if you feel your commitment weakening. In order to fully benefit from the third level of commitment you have to be supportable. This means being open with others and letting go of defensive feelings. As you begin to experience

positive results, you'll find yourself begin able to share your commitments with people more easily.

Your Competitive Advantage

You do have several attributes that allow you make a commitment. Firstly, you are able to see the finish line. In other words, when you have to make a decision you can thoughtfully and strategically plan out what it is you want and then you go for it. You make commitments that you have a strong belief in, so strong in fact that not accomplishing your goal isn't part of the equation. When you feel this way, making a commitment comes easy for you.

Another asset you have is your perseverance to succeed. You understand that in order to succeed you have to make several commitments, but none more important than the commitment you make to yourself. You can be persistent and quite convincing when something or someone gets in your way.

You also make good use of your language. Words or phrases such as maybe, should, can't, or will try, aren't in your vocabulary. And when you do hear yourself using them (which is rare) you are aware to make a change. To increase you level of commitment you need to start using words such as will, can, yes, and absolutely.

Your Personal Strengths

Making a commitment is a serious matter to you. You understand that committing to a healthy relationship with yourself is the most important relationship you have. You have come to realize that it's not selfish but nurturing to commit to yourself. The biggest piece to this is that the internal relationship you have with yourself is what creates your reality. And you get this! You know that what you think, feel, and behave about yourself works its way into your reality.

You take control of the commitments you make to yourself. You cherish the idea of committing to be the best possible person you can be. You are the type of person who not only values commitment but invests your time and energy into making them. You are making your commitments more important so that you will live your life around them. This means commitments not only to people but also especially to yourself, your beliefs and values.

Still, don't confuse commitment with motivation. Commitment is a pledge or promise you make regarding your goals for the future. Motivation is the positive inducement or incentive you use daily to help maintain your commitment. Simply defined, motivation is a reward system. It keeps you in a state of action, moving towards your goal and staying on track once you've reached it.

Blindspots and Pitfalls

You have a good understanding that when you choose a goal it has to be realistic, attainable and within your control. You are too conservative. It's time to set your sights on higher, better or tougher goals. Go after the goals that scare you.

Go after the goals that scare you. That doesn't mean you have to chase every shiny object you see. Rather it's important for you to branch out toward something that is new for you and in alignment with your dreams. If you aren't aligned with what you commitment to your commitment will be less than satisfactory.

Another thing to be aware of is to not confuse commitment with motivation. Commitment is a pledge or promise you make regarding your goals for the future. Motivation is the positive inducement or incentive you use daily to help maintain your commitment. Simply defined, motivation is a reward system. It keeps you in a state of action, moving you towards your goal and helping you stay on track once you've reached your goal.

Improvements to Make

Getting your hands dirty means committing time to it – whatever it is—an idea, a thought, an action, or a purpose. Most successful people realize the value of time so when they commit their time it's intentional. You need to commit your time to a goal, whether it's weekly, or better yet, a daily block of time. Figure out your prime hours of being productive and use that time to commit to your goal or task. Another step towards making a commitment is to write it down. When you write it down your brain records it. Writing it down has a significant impact on your mindset. Lastly, spend some money on it. Don't deplete your entire bank account but spend the necessary

money on the resources you need to accomplish what you are committed to. Doing these steps pushes you off the fence. Staying on the fence only means one thing – you eventually fall off and hurt something.

When you fail to make a commitment your brain immediately starts looking for a cause. You begin searching for a scapegoat. Common excuses are you didn't have enough time, you just had to buy it, your goal was ridiculous, or your idea was foolish. Or you may be saying your willpower or level of self-discipline wasn't up to par. "It's the 'if only....' syndrome. If this is what your habits around commitment are then you need to examine what the real culprit is. Perhaps instead of blaming circumstances or find fault with others, you should look at how to increase what you already have to make a solid commitment. Increase your willpower. Improve your self-discipline.

To increase your ability to commit you need to find out what the barriers are. Is it discipline? Is it laziness? Is it fear of being trapped? To increase self discipline you need to understand that there are several parts to you. You aren't always one way or another.

You have room to grow in seeing yourself as a leader. Although you are a good leader, there's more you can do to become a great leader. Watch what other committed leaders are doing. What do they talk about? What are they committed to?

To increase your commitment score, dig deeper into aligning your own core values with your commitments. When your core values do not match up with your commitments it creates a great unconscious conflict where you more easily allow obstacles to stop your progress. Then you become less invested in your goals, your organization and relationships. When you dismiss the correlation between personal values alignment and personal level of commitment to yours or a larger organizational vision, you often wonder why "the best laid plans" don't come to fruition. Once you begin on some level to take this into account you will soon notice an increased level of commitment and personal motivation that increase the bottom line results and overall satisfaction levels that make a stronger you.

Benefits of Improving

Being able to make a commitment to yourself (internally) is highly correlated with empowerment. This increases your motivation and inspires character. When you blame your circumstance on other people or situations you are giving away your ability or power to correct or remove barriers that are in your way. For example, when you say, "If only I had more willpower then I would have been able to stick with my goal." While that may be true, it doesn't really solve your problem. Although you've moved past blaming others, you haven't moved any close to a solution. Until you find a way to somehow increase your willpower or self-discipline, you will continually question or fail to keep your commitments.

Once you make the commitments necessary to live your dreams, you will discover that you have the freedom and power to make your dreams your reality.

The more committed you are, the more effective you will be in influencing others. It is when you act with commitment and determination, that great numbers of people will really pay attention to you.

In the words of John Gardner, "Commitment requires hard work in the heat of the day; it requires faithful exertion in behalf of chosen purposes and the enhancement of chosen values."

Use Commitment in All Parts of Your Life

Commitment at Work

Once you decide to make your goal a commitment, you will achieve it no matter what. You will find a way. Having this attitude and level of commitment to your career, your job, your profession will guarantee your success. You will find the respect you deserve. People will be interested in your ideas. The board will feel secure in your abilities. Making a strong commitment will force you to let go of your fears. You will be operating from a place of resolve rather than dread. And because being committed accepts no excuses, you will learn to value your work and your time.

Commitment at Home

Making commitments in your personal life has great rewards. Your relationships will become more authentic. Your levels of stress will decrease dramatically. Communication and understanding occurs at a greater level in your relationships. Committed people feel the security of a particular role they play in a relationship. Committed people also enjoy the celebration of their accomplishments more than people who aren't able to commit. Once you make a commitment to people in your life and to yourself, then you will achieve greater life balance and enjoyment. Your life takes on a whole new meaning.

Commitment in the Community

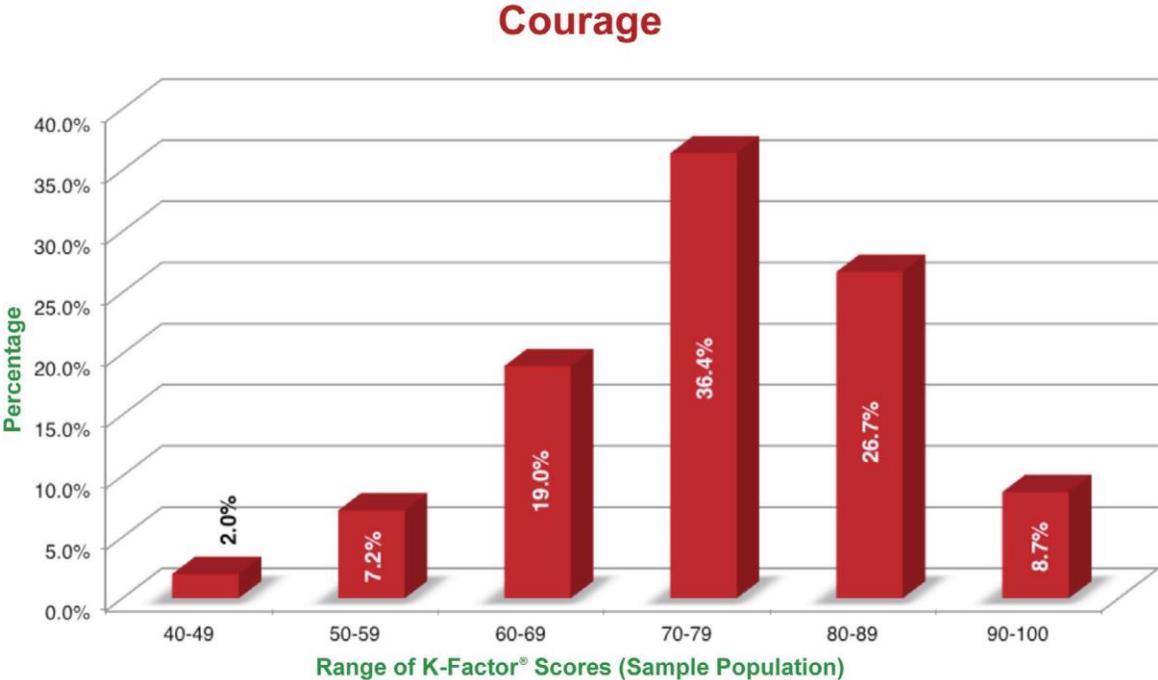
When you make a commitment to a particular organization or other cause it stimulates your willingness to get involved. When you are dedicated to a project of effort that you believe is important, you will show up, follow through and stick with it. This makes you dependable, responsible and valued. Once you attain this level of commitment, then the more effective you will become in influencing others. Great numbers of people will pay attention to you. You will earn people's cooperation at a higher level when they share your commitment.



COURAGE SCORE



YOUR SCORE: 80



The above graph depicts the percentage of the sample population that are in a particular range of Courage Trait Scores.

▶ COURAGE



What is Courage?

Courage is your strength, power or determination to meet daunting circumstances head on. It is called upon whenever you meet head-on a difficult, fear-provoking, painful or disturbing situation. You need courage when your resources are limited or pushed to the absolute edge or when you feel threatened, weak, vulnerable, intimidated or terrified.

Courage is doing the right thing in spite of fear. It is the foundation on which all other virtues and values rest. Courage is what helps you reach your deepest truth. It is from this truth that you make courageous choices. You need courage to act with confidence on your commitments to yourself and others.

Courage Score Meaning

You are a powerful person; strong in influence, an agent for change, a source of inspiration and producer of results. Yet as courageous as you've been until now you sense that there is still plenty room for growth, for stretching yourself, for being more, doing more and giving more.

So, with that in mind, I have a question for you to reflect on: where could you be playing an even bigger game than you currently are; expanding your vision, unleashing your potential at a new level, and doing the same for those around you?

But before you plough boldly ahead into action, take a minute to become still and silent, to breathe deeply and to embrace gratitude for everything that has brought you to where you are today. Life is good. You've made it that way. But just wonder how much better you can make it for others by being the full quota of the extraordinary person, and leader, you innately are.

You respect the role of courage in your life. You understand it is what helps you face life's challenges. You use your courage and influence as an agent for change, a source of inspiration and a means of producing results. You do what needs to be done to prevent failure. You've been raised to work hard and believe in yourself because you've learned this will move you toward achieving your goals.

You exhibit optimism, enthusiasm, and practicality, all of which comprise a courageous person. Optimism is born out of a strong faith, faith in yourself, faith in the universe, and if you believe, faith in God, that all things will turn out okay. It's this faith that gives you courage to take risks and realize opportunities that seem out of reach.

It is important to you to do the right thing in the face of fear. You use your courage to act with confidence on your commitments. You understand the relationship between believing, planning and acting. Without action the belief and plan will take you nowhere.

Your Competitive Advantage

You are not a person who makes excuses, but you also know the value and importance to apologize when necessary. You do not shy away from taking responsibility for your actions. You make people feel safe in knowing you will make the tough decisions.

Courage isn't something you are born with. It's a quality that is learned and developed. Courage is a skill you practice for life. When you reflect on the experiences you've had in your life where you needed courage, are any of them the same? Probably not. But they did require one thing from you – courage. Maybe your courage reflected itself in different ways but it still required you to act in the face of something fearful, scary, uncertain or simply uncomfortable.

There are four main themes in learning courage: building confidence and self-trust, perceiving a worthy purpose, managing fear, and intentional action. People frequently think courage exists in what they show the world. But the most difficult courage is everyday courage. Everyday courage presents itself when you are faced with smaller yet critical challenges. You demonstrate a high propensity to trust yourself. For you to do otherwise would require tremendous evidence to the contrary. And when this evidence exists you have the courage to make a change.

Your courage is a strong part of who you are because you have a well-developed sense of purpose. You accept that you matter. You are unique and different. Your talents and values make the essence of who you are, which helps you to display courage when it serves you and others.

Your Personal Strengths

You know it takes courage to change a thought, an idea, and/or a behavior, to confront a fear, change a feeling or create an understanding.

As courageous as you've been until now, you sense that there is still plenty of room for growth, for stretching yourself, for being more, doing more and giving more. In fact the courageous person always knows there is more.

You have developed the habit of venturing outside of your comfort zone. You've discovered that showing up outside your comfort zone leads to your willingness to engage with challenging ideas, to question your thinking, and to risk making mistakes. It means discerning and telling the truth. This is the most difficult courage of all – moral courage - doing the right thing, particularly when it involves shame, opposition or the disapproval of others. Displaying integrity is something you highly value. You are intentional about matching your words and actions. You tend to reveal yourself through your words and actions. You are willing to wrestle with difficult or baffling concepts. It's important to you to gain an understanding of these concepts or ideas and risk making mistakes.

You display the type of courage that people never talk about. You have the emotional strength that involves the exercise of will to accomplish goals in the face of opposition, external or internal. In fact, external opposition is easier for you to face than internal opposition. You fair well in dealing with or communicating with a boss, a peer, or relatives. You are capable of accessing your resources; knowledge, energy, time or sheer will. You have learned that your courage isn't dependent on the quantity of these resources but rather the quality. The fearful person will hoard resources because they have bought into the common belief that more (and not sharing) resources make them brave and powerful.

Internal opposition is more difficult. Internal opposition shows itself in limiting beliefs and negative self-talk or fear. Internal opposition is the conflict you have with yourself brought on by a series of emotions designed to drain your courage such as; stress, fatigue, anger, and frustration. Of course, everyone can identify these emotions but you have learned to see crisis as opportunity, experience fear as a momentum to grow smarter, stronger, and become more resilient. You don't let your internal oppositions stop you from achieving your goals.

Blindspots and Pitfalls

A blindspot you may have is knowing when to demonstrate your courage. People have a picture of courage as being the person on the white horse who comes in and saves the day or the person in distress. It's much more than that. Being silent or still sometimes takes a great deal of courage. But it is in those moments you need to be the most courageous.

Be careful not to adopt the single minded definition of courage as that of being outwardly courageous and brave. It's the slaying-the-dragon type of courage. Believe it or not, the more challenging type of courage is emotional courage. This courage asks you to be vulnerable, truthful and aware of your conscious experience of core emotions. When you chose to ignore, stifle, or reject your emotions, you risk a losing insight, leading to defective decision making, and developing a misinterpretation of your experience. Unfortunately, you cannot only

have positive emotions. The negative ones are present and it's the courageous person who confronts those emotions. You have the power to choose where you will place your focus.

Emotional courage also means loving yourself, being proud of who you are, and believing you are worthy of love and happiness. It's basically related to self-acceptance along with a willingness to move outside your comfort zone.

Another area of caution is to not question your assumptions. People tend to believe and behave in accordance with the long-accepted assumptions they have, whether they've come from family history or a logical assessment of the situation. No person is one hundred percent certain one hundred percent of the time. Studies show that a person who believes they are certain is wrong twenty-four percent of the time. When you make assumptions, it's your responsibility to assess those assumptions on a regular basis looking for ones that may be or have become erroneous over time. It's the faulty assumptions that lead to wrong conclusions. This take courage but you have the skills and fortitude to proceed in this direction.

Improvements to Make

If you find that you are lacking or aren't where you want to be with your courage there is more you can do. You start by looking at what is and what isn't working for you. Are you hesitating too much? Do you avoid certain situations and why? Do you find yourself having regrets about not taking action or doing something differently?

Aristotle was the first philosopher to speak to the virtue of practical wisdom which is the ability to see clearly how one can best act in a particular circumstance. According to Aristotle, courage involves rational control of emotion and passion; a courageous person is expected to have control over fear and other emotional states.

Take a look at your core values. How do you stand up for them? What do you do when someone questions or acts out against them? Central to your ability to act with moral or emotional courage is your knowledge of the situation (wisdom), emotional control (temperance), management of the risk, and the ability to address assertively the moral issue (courage). When you put these four aspects together and allow them to work for you, you increase your chances of acting from courage not fear or doubt.

Benefits of Improving

Your high courage score indicates you will continue to seek ways to grow your courage, challenge old beliefs that do not serve you or others, and explore how you can make your courage contagious. Displays of courage, acts of silent valor, and everyday courage become models and encouragement for others to step up and realize their own courageous selves.

Another benefit of courage is that you will receive more of what is available out there for you. It may be respect, recognition or simply the ability to look at yourself at the end of the day and know you did what you needed to do. Courage helps you stand tall even under pressure. And it gives you strength to stand up for the truth.

Courage in Every Part of Your Life

Courage at Work

It takes courage to challenge or question the status quo at work. However, the wise person uses that courage to support change, set new goals and express optimism about the future. Once you do that you will be seen as a role model that others wish to emulate. They will view you as a person who asks the tough questions, says what isn't popular and always believes there is a solution. Your courage will show you the way to taking necessary risks where you learn more about yourself and your strong desire to succeed in all professional endeavors.

Courage at Home

Using your courage in your personal relationships will allow you to be vulnerable – where you can admit when you are wrong, change old habits and see people in your life as human beings who brave daily struggles along with daily triumphs. Once you grow your courage you will think of relationship challenges as opportunities, defeats as temporary, and fear as something that alerts you to make a change. When you experience courage you have very few regrets. Regrets are a sign that you've let insecurities undermine choices you wished

you had made. Courage brings abundance into your life.

Courage in the Community

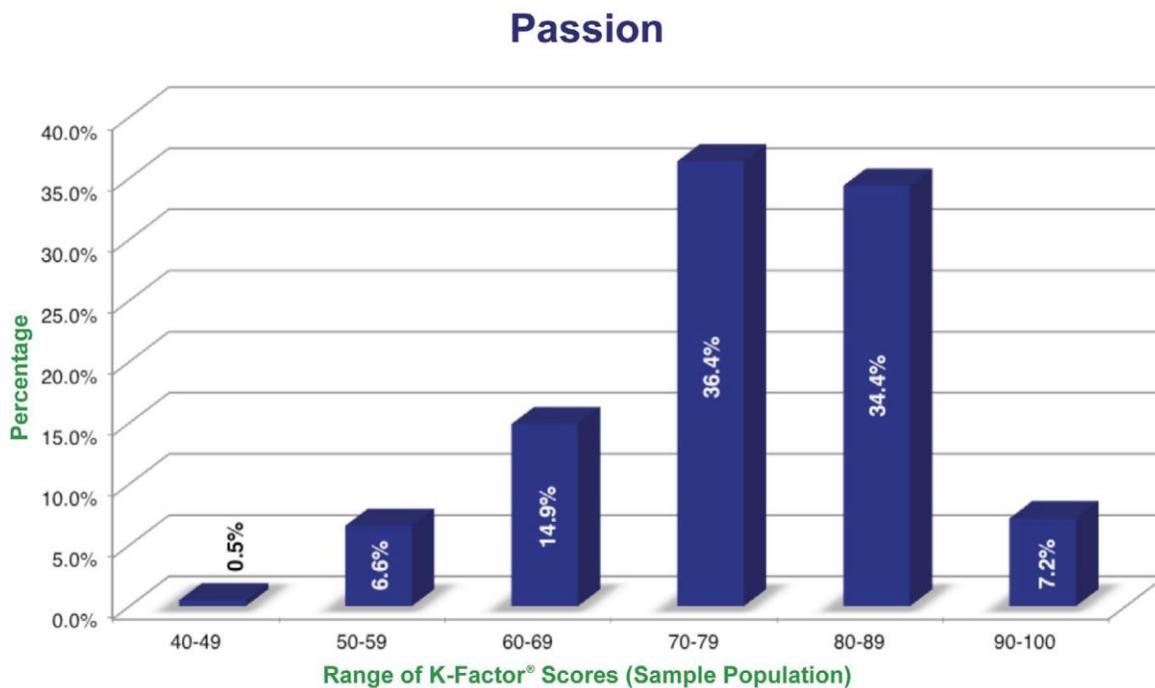
Meaningfulness is the driver behind courage. It is the combination of intention with action. Courage in community affairs is where you advance your voice. And when you continue share your voice amongst unpopular opinion you are experiencing the benefit of staying power. It's in your community that raising difficult issues and providing tough feedback leads to education, helping others step up to the plate and forge a better future.



PASSION SCORE



YOUR SCORE: 87



The above graph depicts the percentage of the sample population that are in a particular range of Passion Trait Scores.

▶ PASSION



What is Passion?

Passion is a gift of your spirit united with the sum of all your life experiences. It affords you the power to live and communicate with unrestrained enthusiasm and eagerness. It is most apparent when your mind, body and spirit work together to create, develop and express your feelings, ideas and most sacred values. Passion creates energy -- an energy that's noticeable and transferable.

Passion enables you to overcome internal and external obstacles allowing you to see the world as a place of endless potential. Your passionate force looks at every event and discovers what can be, what should be and what will be.

Passion is a compelling emotion; intense emotional drive or excitement; and a strong liking, desire or devotion to an activity, object, or concept. So passion is mostly emotional, and or a state of strong desire. (It's worth pointing out here the etymology of the word, its Latin and Greek roots, have to do with suffering and agony.)

Passion Score Meaning

You know the value of passion in your life. You realize that passion is what makes a difference in your life. It's because of this passion that you stand up for what you believe in. You are living a life that is aligned with the things you love most.

You are building a life that has a sense of purpose. You are defining a clearer sense of direction. You know what you want and you are creating a plan to getting it. You see opportunities in your life. You see, passion is a powerful litmus test in determining the authenticity of an individual or organization. The power of passion forces you to see others as who they are and who they are becoming. Passion also gives you the impetus to explore deeper the things that excite you and fulfill your purpose.

You are open to the gifts that life has to bring. You believe there is always a greater good than anything you can imagine, and your steadiness encourages it to come to you.

Additionally, people see you as an anchor. You intensely define and steadfastly pursue your goals. You remain open to the possibility of greater things that others miss. Your adaptability gives you the advantage of being able to respond quickly and appropriately.

Your score indicates that you have reached a balanced passion. Balanced passion is where you engage in something that you are passionate about without letting it control your life or develop into an obsession. You are not over powered by the urge to participate and your engagement in the activity does not conflict with other areas of your life.

You have successfully developed passions in your life that have a positive effect on other areas of your life. For instance, you know when to go with your passion and when to not let it cloud your judgment or decisions. On the other hand, you do let passion inspire your direction and you are more than capable of taking it from there.

Your Competitive Advantage

You have learned the importance of honoring yourself, and making choices that allow you to be surrounded with people who care for you. You are happier with your life than ever before. You are motivated and your sense of direction gives you a feeling of purposefulness.

Your life is moving in the direction of your dreams. You have learned the value of following your heart. You pay attention to what adds to your happiness and enjoyment. Sometimes you may get sidetracked, but it doesn't take long to get back on track.

Moreover, you give yourself permission to do things that you enjoy. You embrace your life and are ready for more good to come to you. You do this by listening to that small voice in your heart that prompts, nudges and cajoles you into doing something that you love. In fact, if you didn't there would be emptiness somewhere inside you.

Your Personal Strengths

You know that when you choose in favor of your passions, life gets easier. You see the fruit of passionately believing in and pursuing your dreams. You experience joy from making decisions that allow you to share your special and unique gifts.

You do the things you love and you have made the commitment to follow your heart when tough choices arise. You are a model for others and part of your role in the world is to inspire others to live the life they were meant to live.

You have an easiness and comfort with yourself and your environment. People notice the excitement you exhibit for what you are doing. It stimulates you to do more of what you love. You have the wisdom to see that change can be good and that staying open allows you to discover that good.

When you are involved in one of your passions, you are not dissuaded by others' criticisms. You are committed to expressing your passion and your enthusiasm isn't daunted by negative feedback. You handle this by simply smiling, offering an opportunity to clear up a misunderstanding or realizing that others do not share your eagerness.

Blindspots and Pitfalls

Because of your intense passion, you sometimes can come across as outspoken and strong willed. Not that that's a bad thing, but others may misinterpret your intentions. Be aware of the signals you give and welcome trusted feedback to help you better express your passions.

Your biggest challenge is deciding where to put your attention. Your opportunity is to gain an even greater level of clarity so it becomes easy for you to make decisions and choices in your life.

Another blindspot for you is that you are so passionate with what you are doing you become oblivious to what is going on around you. Others may feel ignored or rejected. It's because of your excitement and need to share your passion with people that you may appear to be only thinking about yourself, which most often isn't the case.

Be careful to know the fine line between passion and obsession. Passion is the energy that comes from bringing more of you into what you do, being who you are and doing what comes naturally. It's when you come into alignment with who you are. Whereas, obsession is preoccupation or fixation of one's thoughts or feelings toward a persistent idea, image or desire. Obsession leads to an addiction to something or someone where you are taken away from who you really are.

The potential danger in being so passionate to the point of obsession is that you may subconsciously become so invested in the activity to meet those needs that you might neglect your spouse, children, health, work or other things in life that you value. Know that these other things in your life can bring you great passion and purpose as well.

Another downfall of having too much passion is burnout. This can result from giving so much excitement or enthusiasm to EVERYTHING in your life that you spin out of control. Nothing reaches its potential and everything suffers. This is where you need to exercise self-discipline. Truly passionate people who experience great

results are those who combine their passion with self-discipline. Self-discipline allows you to take action no matter what state of your passion. Passion can sometimes be erratic, but it's self-discipline that provides steadiness and stability.

Improvements to Make

To be passionate about anything you have to care about it. Change how you look at your job. Take a different view of your child. Dare to dream about what could be in your life. Peel back the layers of everyday living and see any unexplored territory.

On those rare occasions when you get thrown off track, notice the beliefs that are causing you to think that things should be other than the way they are. These are the things which cause your unhappiness.

Before you can continue experiencing and expressing what you are passionate for, you need to understand and discover what your values are. Once you know what your core values are you can then trust what your passions are developed around. Then is when you can enlarge your focus, become absorbed with something that completely elates you. When you do this you are lifting your mood, allowing positive energy to flow through you and into your environment.

You see, when you follow your passions the more motivated you become. And the more interesting and productive you become. Passion comes as a result of purpose. It is a guide to help you understand your purpose. You've discovered that purpose isn't always something you do. Rather, purpose is a way of life for you. And it's this purpose that allows you to feel passionate.

Benefits of Improving

The passionate person has a bright future; one of recognition, admiration and possibility. Keep doing what you're doing and remember that "what you put your attention on grows stronger in your life."

Congratulations for already being so open to the gifts which are appearing in your life. You are well along the path of living a passionate, fulfilled life. And for those times when you forget the power of passion, remember that like anything else, feeling passionate is a choice. You simply need to make a decision to feel more passionate about your activities, and see activities that make you feel passionate.

Living Your Passion

Passion at Work

When you have passion for your work can mean the difference between success that pleases you and success that reaches into the depths of your soul. Passion drives you toward reaching your greater gifts. It's these gifts that set you apart at work, in your job, with your customers, and how you lead or follow in your company. Passion is your self-driven attitude about what is possible and what truly matters to you. Success in your job or your career comes not so much from what you do, but how well you do it. This difference is a direct result of your passion.

Because passion motivates you to act in a particular way, a way that involves enthusiasm and desire, then being passionate about your work or career inserts more energy into your work success. When you place more energy into your work you then focus on the quality of it. There is great positive impact of loving what you do. When work is a grind you have to dig into your energy reserves leaving you less energy for other things or people in your life. You go home feeling depleted and drained. When your career frustration is high, it spills over into the rest of your life.

Passion for your work helps it comes naturally, which makes you feel more confident. You then feel more secure about what you're doing. Passion feeds persistence. Every career or job has trouble along the way, but persistence helps you get through the danger zones.

Passion at Home

Passion at home, in your relationships, in your personal life, prevents your life from becoming an exercise in boredom and obligation. Keeping passion in your relationships, romantic or otherwise, makes you feel alive, happy and fully engaged with life. Whether you're interacting with friends and loved ones, or creating a work of art, passion makes those things come alive.

You already know thoughts can influence your experiences, but the emotion of passion has the potential to take this concept to a new level. It becomes a creative force. Everything you infuse your energy into is usually reflected back to you in some form. Passion inspires. Passion gives you a focal point.

Passion in the Community

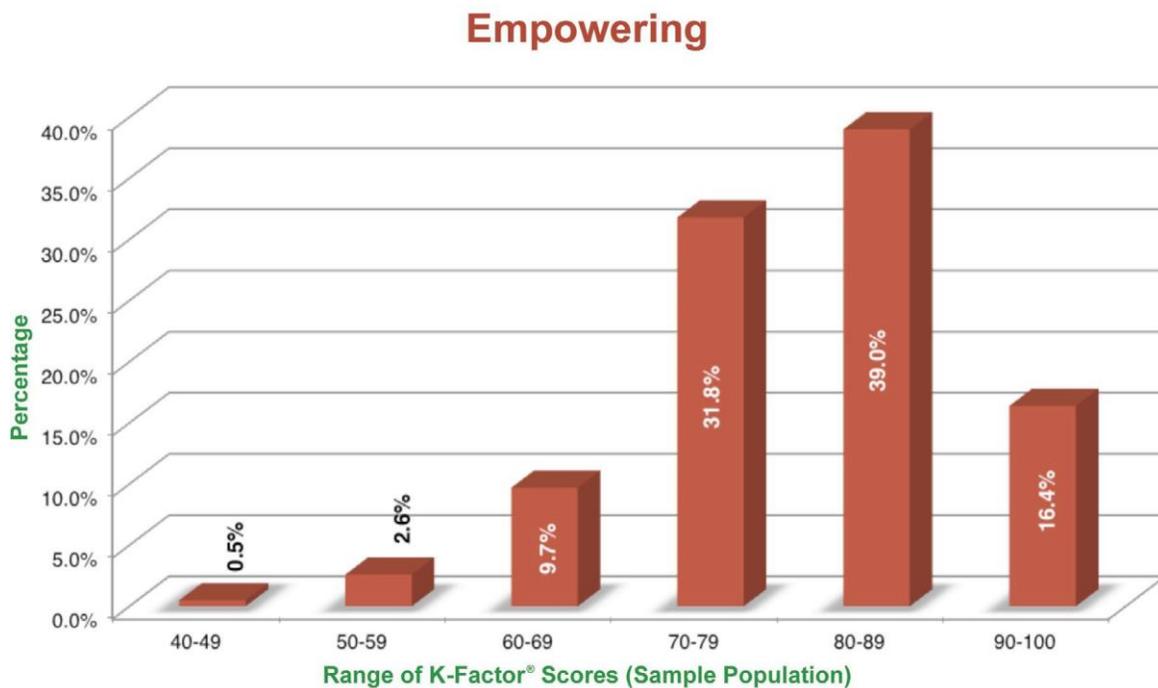
Having passion for the development and growth of your community creates rewarding experiences. Being dedicated to building healthier communities happens in four ways. First, through education; helping individuals and families obtain the skills they need to grow personally and professionally. Second, through relationship building; connecting people and community organizations by drawing people together, improving the quality of life. Third, by involving people in service; seek people who have the skills and talents that can transform communities. And fourth, by supporting individuals in crisis; you can help people overcome struggles and dysfunction.



EMPOWERING SCORE



YOUR SCORE: 88



The above graph depicts the percentage of the sample population that are in a particular range of Empowering Trait Scores.

▶ EMPOWERING



What is Empowering?

Empowering others is a practice of sharing information, rewards, and power with others so they can take initiative and make decision to solve problems and improve their lives. It is based on the idea that when you give people the resources, authority, opportunity, and the chance to contribute they will increase their competency and fulfillment.

Empowering others is a process that encourages people to gain control over their lives. It fosters power that they can use in all aspects of their lives. When you empower people you are helping them succeed and achieve on multiple levels. In short, empowering helps increase another person's spiritual, social, mental, and emotional strengths.

Empowering Score Meaning

You have confidence in your ability to empower people. You recognize and act upon opportunities where others can access their talents and skills. It's important to you that others take initiative to develop themselves, solve their problems, and have confidence in their abilities.

Your belief in high performance teams and leadership shines through your recognition of the value of training, development, and employee respect. It is now time to create an environment that encourages all employees to achieve their maximum potential. You don't have to wait for anyone; start by removing the barriers that prevent employees from exercising judgment and creativity in their work. Create a high-involvement process to address your company's values, goals, objectives, rewards system and communication patterns. Trust the process; you and your associates will be quick to define other areas to address along the route to an empowering environment.

Since you're a person who empowers others, you also value mutual respect. It's important to you that others share your same philosophy - a philosophy that supports people working together to achieve a common goal, working in a way that encourages each others' talent, creativity, and knowledge.

You understand that people, for a variety of reasons, are functioning at only a fraction of their potential, not because of a lack of knowledge or skill, but because of their attitudes - an attitude of fear around the future, possibilities and uncertainty. You know that this attitude will leave talent and skill on the table. It wouldn't be recognized or accounted for. People will not contribute and you believe that with this comes a lack of progress, untapped creativity and loss of forward thinking.

Your Competitive Advantage

You are giving permission to people in order to help them use their creative talents to find solutions when issues arise. It's about giving latitude to a person who needs the responsibility and authority to do their job not only effectively but to a customer's satisfaction. In some way, you are committed to helping others develop. You believe in fostering an environment of trust and helping others not only learn from successes but analyze and appreciate their mistakes.

There are several ways you do this. First, you share information which builds trust both ways along with giving

another person important information that will help them make the best possible decision in critical situations. Second, you are good at being clear about the goals and objectives you have for a project or what you'd like other's to accomplish. When you do this you are paving the road to making it easier for you to assist them when they need guidance. Thirdly, you support a positive learning environment. This includes celebrating people who take risks even if they didn't obtain their goal. You realize the importance of an environment that is structured as an ongoing process of development and growth where people learn.

Your Personal Strengths

You realize good leaders strengthen others. You look for ways to share the credit of a job well done because you innately know that it takes a team effort at all levels of an organization. Sharing the power doesn't threaten you or make you feel less in control. You have learned that collaborating, collecting, cooperating and endorsing are all necessary to get the best possible solutions and decisions.

You believe in building rapport as you know it is the door to empowering others. Strong rapport leads to respect, trust and commitment from others. You do this by being a good listener, asking questions that contribute to learning and you believe in people. You aren't afraid of assertive people. Rather you see assertiveness as a means to communicate ideas that go against the status quo. Challenging the status quo, especially if it smothers innovation, is what you do best. You have a way of getting people to think, trust their intuition and persevere in being heard.

Blindspots and Pitfalls

Be careful to not turn your strength to empower into a weakness. For example, being helpful can be seen as meddling, being careful can turn into fussiness, and being flexible can become impulsive. Too much patience may also collapse into passiveness.

It is important that you communicate your intentions well so that others don't see you as haphazardly making changes or inviting a 'laissez-faire' or ho-hum attitude. Also, in the urge to empower people, be careful to not empower people who shouldn't be empowered; the co-worker who has ill-intent toward another employee, the gossip who will use information carelessly, or the boss who steals others people's ideas.

Improvements to Make

You understand that every individual has positive qualities. You are invested in recognizing those qualities and doing what you can to bring them forth.

What you can do is empower others to lead, to think for themselves, and to share their ideas. You do this by transferring knowledge and resources as much as you do it by providing mentorship and guidance. This mindset applies to all areas of your life; work, social, family, and community. Foster the environment where people will feel safe being who they are, contributing what they know, and stepping up to take responsibility and be innovative.

What you can do to improve your empowering skills is to show more appreciation. You understand that everyone likes to hear what they're doing right, the value of their contribution, and that they make a difference. People like feeling good about themselves. So don't hesitate to express your appreciation of how others are doing whether it's their work performance or the value they have as a human being.

Additionally, give your time and energy to what other people are doing. Show genuine interest in them. Never take them for granted. Encourage instead of criticize. When you're not pleased with the outcome or find yourself with a short fuse, reflect on the fallout from blasting away – will temper flare-ups really help or hurt your cause? Dale Carnegie said, "Abilities wither under criticism; they blossom under encouragement." Lastly, respect goes a long way in empowering others to be their best.

One important thing about empowering others is this; always be consistent. If you empower one time and not the next you'll end up creating confusion, uncertainty and chaos. For the betterment of the project, job or relationship, it is critical that you nurture a culture or relationship with others where they can trust you to provide an environment that empowers them.

Inclusion focuses on the 'who' question: Who is included? Participation addresses the question of how they are included and the role they play once included. Inclusion of poor people and other traditionally excluded groups in priority setting and decision making is critical to ensure that limited public resources build on local knowledge and priorities, and to build commitment to change. However, an effort to sustain inclusion and informed participation usually requires changing the rules so as to create space for people to debate issues and participate directly or indirectly in local and national priority setting, budget formation, and delivery of basic services. Participatory decision making is not always harmonious and priorities may be contested, so conflict resolution mechanisms need to be in place to manage disagreements.

Benefits of Improving

When you empower others you feel empowered yourself. People perform better because they have the freedom to experiment and explore. Empowerment builds loyalty where people will go the extra mile and give you the benefit of the doubt.

Once you've consistently empowered people over a period of time, then is when you can count on them to take the time and seriously consider what happened when things go wrong. They will give you their best ideas and efforts. This environment lends itself to learning how to do things differently and better. Another benefit of empowering others is that you get to work in place where enthusiasm, energy and passion set the tone for moving forward.

Prepare yourself to embark upon the journey required to create and maintain an empowered environment in your work, family and community. You have the desire to create self-reliance and sufficiency in all of these areas.

Be Empowering in All Parts of Your Life

Empowering at Work

Empowering is about helping others step into their greatness so they can share their talents and skills with others. When you empower others you will feel their energy, motivation and excitement. It will be contagious. This creates an environment where people are working together, accomplishing the impossible and attain amazing results.

When people feel energized, they find new ways of breaking down what might have been thought of as obstacles in the past. And when motivation increases so does their ability to solve problems. They know you trust them to get the job done – and they do it! Performance improves along with morale. Trust has a direct impact on morale. And trust is given when you empower others.

Empowering at Home

You cannot accomplish everything by yourself alone. You need others for a variety of reasons; support, encouragement and understanding. In order to gain these things you have to allow others to show you their ability to step up to the plate. When you enlist the help of others, you will be giving back more because you have more time to invest in things that help you and them. The people closest to you are the first ones to be empowered by you. In your personal relationships this builds loyalty, opportunities to become closer, and a mutual bond of respect. Empowering the people in your personal relationships, whether it is a spouse, children, friend or other relative, can result in knowing each other better and creating a sound sense of security.

Empowering in the Community

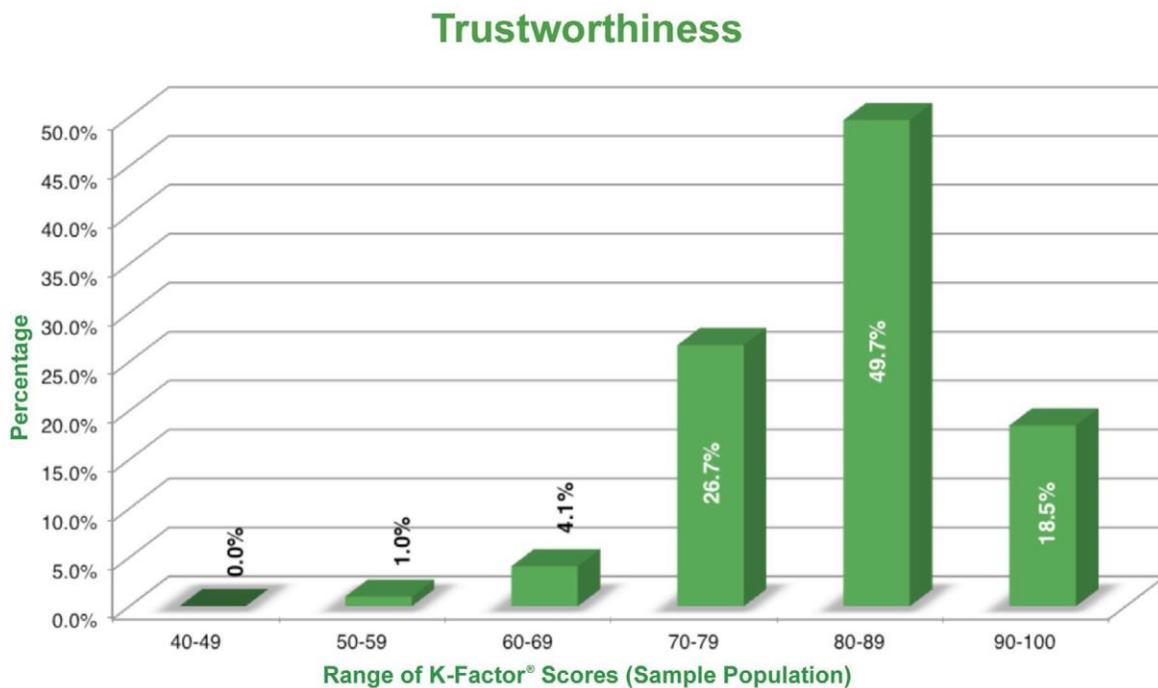
Communities, local and otherwise, need people who recognize the value of people taking action on their own behalf. Leadership is important, however, leading empowered people or citizens accomplishes goals that carry the true meaning to the people affected by those goals. When people are given the responsibility and held accountable for community results they are more likely to act in ways that represent what is good for the whole. Education, community enterprise, and commitment to the community's future all grow through an empowered public.



TRUSTWORTHINESS SCORE



YOUR SCORE: 84



The above graph depicts the percentage of the sample population that are in a particular range of Trustworthiness Trait Scores.

▶ TRUSTWORTHINESS



What is Trustworthiness?

Trustworthiness is a moral value considered to be a virtue. Being trustworthy means another person can place their trust in you and feel secure that their trust will not be betrayed. As a trustworthy person, you are honest, you keep your promises, and you value loyalty to others.

You prove your trustworthiness by accepting responsibility and meeting expectations. Your responsibility can be material, as in keeping a promise to pick up the dry cleaning, or non-material as in keeping an important secret. People find you trustworthy when you demonstrate your integrity over time.

Trustworthiness Score Meaning

You place value in being trustworthy. You find it easy to trust. You've learned to trust what is actual, not what you hope may exist. For example, you understand that there are things in life you cannot control, but you know you can control and trust your response to life.

You understand that caring for yourself helps you form trustworthy relationships. You have a high regard for your values and trust yourself to not sell out your values to get love or care from people you cannot trust. When others realize this about you, they find you trustworthy. Why? Because they believe you extend this level of self respect and self trust to other people in your life.

You see that building trust leads to an atmosphere where you can share your feelings, tell the truth, and people will maintain your confidence. You are a person who in general believes in the good of others and how that contributes to your good. Close friends experience you as someone who has their back especially in a time of crisis. You are an honorable person who will stay trustworthy through thick and thin.

Trust is a priority in your life. You don't force it; rather you encourage trust between you and another person to grow naturally. You know trust is the gateway to greater things like connection, clear communication, and shared differences.

You believe in bringing out the best in others. When the best of others come out because of you, they develop a level of comfort and safety sharing themselves with you. It also makes people feel that you will be there for them when they need you. You are encouraging, challenging and expecting of the talents and skills others can bring to the table. This makes people feel welcome, needed and important. The great philosopher, Goethe, once said: "Treat a man as he appears to be, and you make him worse. But treat a man as if he already were what he potentially could be, and you make him what he should be." You get this.

Your Competitive Advantage

Making sure you know what people need is one of your strong points. You're paying attention, getting involved and making your presence known. People know that they can expect you to show up whether it's with your actions or your words. In fact, they have high expectations that you will increasingly deliver what you say you will. People have faith in your ability to assess, decide and carry out any action that is needed for the person or situation.

People view you as an open and honest person who tells the truth. Those who succeed at telling the truth know the pleasure and value of setting high standards and living up to them. Your commitment to the truth is greatly admired by others. You value honesty as the way to get to that truth. Your willingness to access the truth makes you attractive to people. In fact, the truth is so important to you that you are willing to seek it regardless of what it will mean to you – good or bad. You understand that the truth is the truth and nobody owns it.

Your belief in truth and honesty is so important to you that you have the courage to walk away from relationships in which basic trust is not possible. This happens after you have invested precious time and effort that hasn't made a difference over time.

Your Personal Strengths

You have defined for yourself the particulars of your basic need for trust. For you basic trust requires that the person is committed to truthfulness, does not cause pain intentionally, communicates their needs constructively, and can return to a caring frame of mind fairly quickly after being upset. Knowing what you are looking for makes it easier to trust yourself in relationships because you have a basis for evaluation.

You are good at keeping secrets. When someone shares a secret about themselves with you, you see it as an opportunity to help the person, if needed, to make decisions concerning that secret. Your ability to keep a secret builds massive trust and confidence in your daily relationships with other people. This makes you stable, highly loyal and very trustworthy.

When it comes to your actions and words, they match. And you hold others to this standard as well. If you are loyal you expect others to be loyal. That being said, the very practice of your loyalty helps make others loyal. This is because of mirror neurons in the body. This is when people mimic or reflect a behavior back to the person who they see using it.

Along with your actions matching your words you follow through on promises and requests. This has become part of your DNA – either because you were raised that way or you've had positive experiences and feedback from following through on promises.

Blindspots and Pitfalls

Feeling secure for you doesn't mean you have to control everything in sight. You are very open when it comes to letting others express themselves, sharing ideas and making decisions. While this leads to trust, in excess it can lead to you not listening to your intuition, which guides you to what is best for you. Your intuition is key in showing you when and how to trust others. It's important that you stay in control of you. Being in control and being controlling are two different things. Being in control is when you take charge of what affects you, how you behave and the choices you make. Being controlling is taking charge of others, what they do and how they make choices.

You have such a strong desire to be available for others that you can become vulnerable to their requests or expectations. For example, there's the person who 'always' needs something from you. When you get into this type of cycle you are creating dependence. This person won't do for himself as long as you are there to do for him. Just be aware of this so it doesn't creep up on you. Unscrupulous or devious people will take advantage of your generosity.

And finally, because you're known for wanting the best for others, you do everything you can to help others achieve their goals. But be cautious not to do this at your own expense by ignoring your goals. Because you have a tendency to put others before yourself always, do not do it at your own expense. Does this mean you're being selfish? Absolutely not! Taking care of yourself, your goals, and your aspirations is just as important as looking out for others, if not more important.

Improvements to Make

People confide in you easily because they can relate to you. You are personable and show a genuine concern for others. They see you as someone who empathizes with them. Learn what it is about you that they trust. Is it your presence? Your listening abilities? What you have in common with them?

Your personal integrity carries a lot of weight. If you feel a certain way you don't pretend otherwise. And people respect you for that even if they disagree with you. You are confident in sharing unpopular opinions because you have developed a reputation of fairness and appreciation. Whether it's being available and helping others, following through with your promises, being non-judgmental, or telling the truth, you have no problem building trusting relationships.

Benefits of Improving

Building trust results in not only feeling good about yourself but helps you in all situations. For example, when people trust you, you are better able to get to the root cause of an issue or problem. What's more, having people's trust allows you to make better more informed decisions because people will feel free to be honest with information or their feelings.

Trust leads to cooperation. People will cooperate because they trust or have faith that you operate from honesty, keep promises, and take responsibility. Being trustworthy gives you the inner sense and outer experience of the approval and empowerment you want, while reducing anxiety about yourself or others that you deal with.

Once you cross over into being a trustworthy person there are psychological and practical benefits.

The psychological benefits of being trustworthy include:

- Being honest with yourself which is based on self-esteem
- Fairness in all your interactions
- Respectful of others point of view even when you disagree
- Sympathy with others humanity – mistakes, faults and all

The practical benefits of being trustworthy are:

- Dependability and keeping your word
- Competent and efficient – not perfect
- Consistent and predictable – not controlling or rigid
- Faithful and loyal

Value Your Trustworthiness

Trustworthiness at Work

Being trustworthy shows character. People trust a person who has a reputation of being honest, reliable and responsible. When the stakes are high, it's the trustworthy person people turn to, to consider all the angles, look at various outcomes and reach a decision that works for everyone. Because the trustworthy individual is someone who others like, want to deal with, and share responsibilities, they give them more opportunities than other people.

When you create a win for your customers, clients, boss or board of trustees, you also create a win for you. You feel that you have integrity and cannot be influenced by negative, outside forces trying to bring you down. You feel self-respect, knowing that you are worthy of others' trust.

Trustworthiness at Home

Trust is one of the most important requirements for building all forms of relationships be it in business, romantic or personal. It has a major impact on a person's well-being and self image. Trust is the hallmark of personal relationships – it is the absence of fear in a relationship. Trust is the reliance of knowing that another person is there when you need them, won't sacrifice you for self-interest, and can be counted on to work in your best interests.

Trust is the glue that binds personal relationships and the grease that prevents serious differences from causing relationship-ending results. With the presence of trust, people work together to co-create, to be spontaneous, and to contribute to each other's well being.

Trustworthiness in the Community

Trust in and among the community is the main ingredient for compassion, commitment, mutuality and integrity. Trust builds the foundation for community engagement and focus. It encourages people to build a spirit of cooperation within their community. They have a desire to work for the greater good. They seek unity from chaos and harmony from discord all because they trust the intentions of each other. Trust results from listening with empathy and compassion which is central to community relationships.

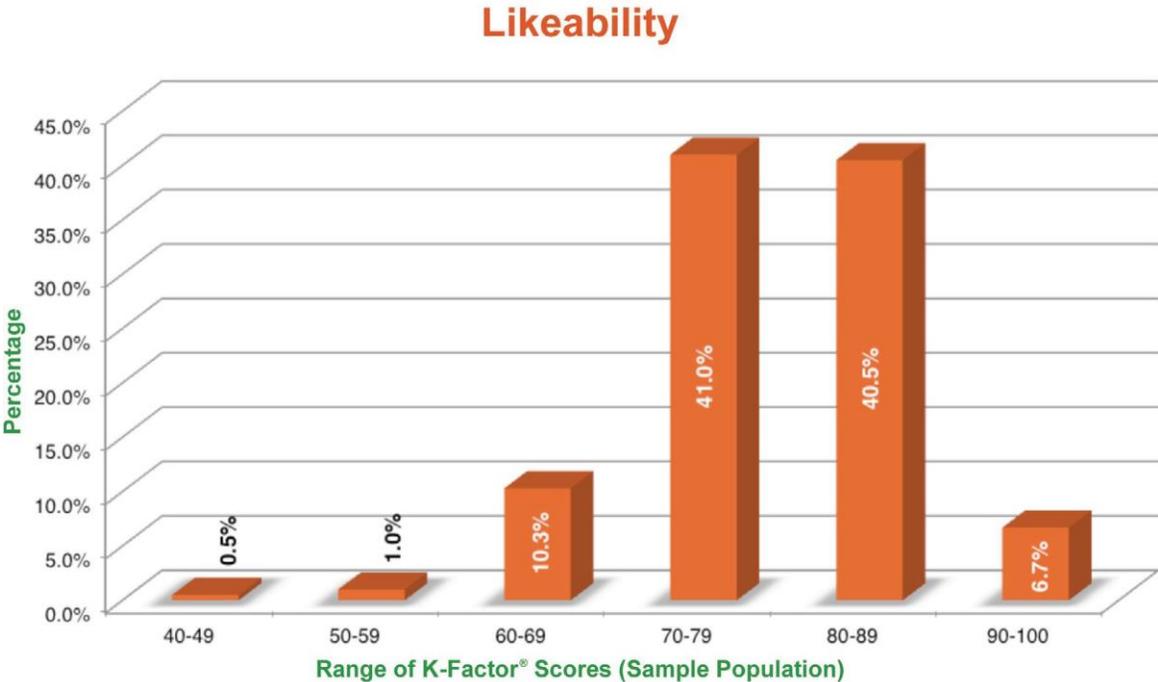
Remember that trust is a learned skill so be compassionate with yourself in the process.



LIKEABILITY SCORE



YOUR SCORE: 80



The above graph depicts the percentage of the sample population that are in a particular range of Likeability Trait Scores.

▶ LIKEABILITY



What is Likeability?

Likeability is basically a measure of how positively you are viewed by another person. It is also one of the most ignored factors of being successful and happy.

Your likeability depends on your ability to create positive attitudes in other people through the delivery of emotional and physical benefits. If you are highly likeable, it is predicted that you will bring people joy, put them at ease and reap the benefits of a loyal friendship.

Likeability Score Meaning

You are a likeable person by nature. You're the type of person who knows the importance of and how to pay it forward. Building real, solid relationships is important to you.

You don't brag about your accomplishments; however, you do set a good example for others. You are friendly, authentic, and down to earth. You have an ability to uncover what is likeable in other people. You are sensitive to others' needs making people like you.

You tend to live by the saying, 'What you give is what you get' or 'You reap what you sow'. Your energy impacts other people's perception of you and your ability to connect at a meaningful level. Doing this is your first step toward showing people you are likeable.

Your current score indicates that you are empathetic showing compassion, understanding and consideration to others. You are able to place yourself in their shoes. People feel that you understand them. People like knowing they are not alone in the world. When you reach out to others, making a connection with them, you instantly form a relationship based on shared recognition and appreciation for their circumstances.

You don't see apologizing when needed as a weakness. In fact, you are comfortable in resolving conflict and reaching agreement or compromise. You sincerely try to make it a win-win for everyone. You are good at negotiating a deal that is fair for all involved.

Giving feedback or praise is easy for you. You see it as a means for you to improve, steer or realign another person's approach. You definitely understand that praise is a much better way to help people change than criticism, which is usually useless in most cases.

Your Competitive Advantage

Along with being authentic and generous, you know without a doubt the value of your smile. It's the first and most simple thing you can do that tells others you are approachable. It says that you're pleased to see them, which can be pretty flattering to most people.

Something that signals that you are secure, which people find attractive, is that you are comfortable making eye contact. Not just the occasional glance, but actually looking into the other person's eyes. Listening with the eyes is one of three forms of authentic listening (the other two are with the ears and with the heart – the most significant). You understand that maintaining eye contact when you talk to someone draws them deep into conversation with you.

Why is this important to being likeable? Because you know that when you can do this – the rest of the world becomes unnoticeable and you both become pretty important to each other. When you establish this type of eye contact you are showing a calming confidence in what the other person is saying which makes them more engaging and appealing.

Your Personal Strengths

You like to get to know people. You do this by talking about them and not yourself. You show an interest in what others are doing, what they care about, and how you can help. You tend to talk more than you listen. You encourage others to talk mainly because it's in your nature to be curious and this extends to what is going on with other people. People share with you their experiences and the cool things they've done. They end up liking you more because they believe you care.

You realize that most people don't feel heard and you want to make a difference to them by simply listening. Listening with the eyes is one of three forms of authentic listening (the other two are with the ears and with the heart – the most significant). You understand that maintaining eye contact when you talk to someone draws them deep into conversation with you. Why is this important to being likeable? Because you know that when you can do this – the rest of the world becomes unnoticeable and you both become pretty important to each other. When you establish this type of eye contact you are showing a calming confidence in what the other person is saying which makes them more engaging and appealing.

Blindspots and Pitfalls

Because you are sincerely interested in trying to turn conflict into a win-win for everyone, you need to be careful not to do it at the expense of yourself or others. It's fine to know what is good for you, while at the same time trying to reach agreement. Bending over backwards all of the time isn't good to do because you will eventually feel resentment. This resentment can lead to frustration, making you angry.

Another blindspot to be aware of is appearing fake in the way you approach people. Too much smiling, acceptance, agreeability or giving in, can be seen as disingenuous. If this is what people think they will not take you seriously, they will ignore you and eventually avoid you. This will hurt your relationships and your ability to genuinely help people.

Improvements to Make

When you are likeable, you will get more done. People will listen, consider your opinions and suggestions and they will give you credit for results. Your ability to connect with others helps them see you as not only trusting but caring. This will do wonders for your reputation making it easier and more effective when you engage and influence.

Staying open minded to people's ideas is attractive to them. Continuing to value and appreciate what others have to say, what they want and how they want to be treated is a great way to get their attention and secure their undying gratitude.

Benefits of Improving

You've mastered the art of shifting your thinking from me to them, from work to play, and from now to long term. You realize that the truth about meaningful connections where you have another person's admiration, loyalty and commitment comes because of the relationship. And that relationship is built from respect, honesty and likeability. There is no substitute for being genuine and looking out for your fellow person whether it's at work, home or in your community.

Continue looking for what makes you likeable. You are doing several things that show you aren't as consumed with yourself as you are with others. Continue asking 'What can I do for this person?' It is paying off handsomely!

The bottom line is this – the truth about meaningful connections and relationships where you have the devotion, loyalty and admiration of another person begins with the relationship and how likeable you are in that relationship.

Enjoy Your Likeability

Likeability at Work

Being likeable at work can make a difference for your career. Experience can open doors, but not if you wield it with arrogance. Expertise is essential, but a condescending tone won't get you far. Your likeability factor will carry you a long way at work. What it says to co-workers and bosses alike is you are dependable, trustworthy, competent, and fun to be around. You keep secrets and look out for what is good for the whole instead of only considering what works for you. Paying attention to what you can do and how you express yourself will determine whether you gain the respect and admiration from everyone you work with.

Likeability at Home

Although it's important to be liked by people, it is more important to be liked for being who you are, and not for someone else. Sometimes people get this mixed up. Being someone other than who you are in order to be liked can be exhausting and confusing. There will be times when you go the extra mile and risk being who you are, a person who is caring, generous, honest and supportive even when it means getting hurt. It's in those times that your loyalty to another person is being tested. Standing by someone through thick and thin is a true measure of your dedication making you attractive and very likeable – all for the right reasons.

Likeability in the Community

People listen to others they know, like and trust. When your neighbors, community committee members or fellow church-goers see you as someone who is true to your word, works for the greater good, and can make an emotional connection, they will place you in high regard. Not only will you gain respect but you will harness the loyalty of people who will follow your lead. When you have differing opinions people in your community won't be so apt to dismiss you. Rather they will more than likely reflect on your stance because you have proven worthy of their support and appreciation.



PLAN OF ACTION- YOUR NEXT STEPS

Your K-Factor® score indicates you have high potential to be an influential person. With your high K-Factor® you have the capacity to influence many people and situations. It's important that you not only realize, but use, the ability you have in making a difference not only in your life but in the lives of others.

Seek out situations that support you in being an influential person. Identify your answers to these questions: How are you using your influence? Is it working for you? What is motivating you to be influential? How are you expressing your influence? In what ways are you getting the total benefit from being an influential person? Look for the best and most effective ways to impact people.

You can find answers to these questions and more by reading and listening to various kinds of influence material and applying the information in hands-on practice. You can attend webinars, masterminds, workshops, and seminars that support you and introduce you to better and more advanced ways of being influential, ways that help you excel in using your seven traits to reach peak performance.

It's important to note, you are always a learner. You will benefit extensively from learning more ways to fully express your influence, expand your seven influence traits, and build your influence mastery.

I strongly encourage you to take the time to watch the following video. It will give you more clarity and direction in your pursuit of becoming an influential person.



HOW ARE CORPORATIONS, BUSINESSES AND ORGANIZATIONS USING THE KII®?

Given the growing need and ever-increasing demand for succeeding in the workplace, in our industries, and with our peers, understanding and having influence is one of the most important tools every single person needs to possess.

A widely accepted definition of influence is the ability to use specific methods or to be a certain way to get a person or a group of people to achieve a specific outcome, move in a certain direction or think or feel something. Influence can either be negative or positive depending on the desired result, a person's intention and how it affects you, others and your business.

Because the KII® provides the opportunity to step back from the everyday work chaos and confusion and reflect on how influential you are, what blindspots exist in your influence, and which of the Seven Influence Traits® need improvement or attention, an organization can quickly and reliably determine how to invest in their employees. The KII® provides to the company a fully formed understanding of individuals and how they impact those around them which is invaluable to understand in the workplace. When influence is practiced and consistently developed, a fuller and deeper experience of professional and personal success transpires.



Several companies and organizations are now using the **KII® Summary and Organizational Competencies Report® (SOCR®)**. The SOCR® Report is a compilation of information and insight into how well a person uses their Seven Influence Traits® to influence these 5 organizational competencies;

- Leadership
- Communication
- Team Effectiveness
- Strategy & Emerging Solutions
- Execution & Evaluation.

These 5 organizational competencies are found to be the foundational proficiencies that solid productive organizations are built on. The **Self-Debriefing Guide and Action Plan Intro**® in the next piece in developing your influence potential. This guide supports the individual in starting to acknowledge, assess and decide how to leverage or maximize their strongest influence traits as well as what they need to learn in order to improve on their weakest influence traits.



The SOCR® Report shares an individual's strengths and challenges as well as how a person performs in four situations; how they impact others, their ability to take action, how they respond to pressure and how they manage conflict. Performance in each of these four components are critical to help an organization understand, invest and promote their employees. Companies need every employee engaged and productive so they need to identify where they are strong and where they need improvement.

Our intention is that individuals, groups and companies will find this assessment a valuable tool in evaluating their current level of influence, what their influence potential is, and how they can increase their influence in any situation and in all aspects of life.

KII® WORKBOOK SERIES

KII® Workbook Series

Embark on a Life-Changing Journey of Personal and Professional Influence. To learn more about KKI Influence products, services, programs and events contact a KKI Team Member at info@karen-keller.com and they will answer all your questions!

Available **Individually** or
as a **Box Set**



The **Insights into Courage KII® Workbook** will help you create a culture of personal courage, increasing your strength, power, and determination. You will discover how to move forward without fear when resources are limited, reaching your deepest truth.

The **Confidence in Motion KII® Workbook** more than heightens your awareness about your self-confidence, it teaches you to increase your “whatever-it-takes” attitude by exploring confidence fundamentals, competencies and mastery with step-by-step guidance.

The **Leading with Passion KII® Workbook** gives your step-by-step lesson plans on how to identify what matters most you, helping you connect with your purpose, and to successfully use your passion at work. You will learn about the four steps of the Passion Cycle, the Leisure-Passion Connection and how to Take-the-Leap Analysis.

The **Power of Commitment KII® Workbook** teaches you the underlying reasons for making healthy commitments, how you can stay faithful to them, and the benefits to your life. It does this by targeting key areas; acceptance, self-awareness, values, and committed action.

The **Empowering with Purpose KII® Workbook** shows you how to develop your Empowering Compass, how to conquer the 5 most common limiting beliefs around empowerment, and design a compelling personal vision. You will differentiate between empowering and delegation (and act on it) and learn to lead by giving up control.

The **Trustworthiness by Design KII® Workbook** is 150 pages of powerful exercises, guides, self-quizzes, and questions to challenge and move you out of your comfort zone and into your highest standard of trustworthiness. It will help you increase your loyalty to others, keeping your promises, and being honest by being yourself.

The **Likeability in Action KII® Workbook** will show you how to take the necessary steps in shifting your mind and approach to becoming a likeable person. You will have access to 150 pages of material that shows you which questions are the smart ones, how to utilize your resources, and how to remain likeable even in conflict.

KII[®] CERTIFICATION PROGRAM

KII[®] Certification Program

The goal of the KII[®] Certification Program is to equip people who want to use the KII[®] framework with the knowledge and tools to use it ethically and effectively.

Benefits of Being a KII[®] Certified Professional

What happens when you become a KII[®] Certified Professional? You will;

- Garner and sustain trust from your clients
- Improve your ability to develop targeted strategies
- Increase your value to current and prospective clients
- Convey a solid reputation and automatic credibility

Benefits to Your Clients when you become KII[®] Certified

- Assurance of your ability to build an influence culture
- Guarantee application of KII[®] material to leadership, communication and team-building
- Accurate assessment of individual influence potential
- Maximum development of human potential and development
- Practical uses of the Seven Influence Traits[®] and the 5 Organizational Competencies
- Increased satisfaction in employee evaluations and leadership succession

To learn more about becoming a KII[®] Certified Professional visit www.Karen-Keller.com

ADDITIONAL TRAIT INFORMATION

Now that you have your K-Factor® and your 7 Influence Trait® scores you are probably curious about these qualities or characteristics. Maybe you want to receive additional information about your lowest trait score so you can improve or develop it more. Or perhaps you'd like to get information on a trait that really interests you. Whichever the case, you can choose one or more traits below to receive further information to supplement your KII® Report.

 **Confidence Trait**

 **Commitment Trait**

 **Courage Trait**

 **Passion Trait**

 **Empowering Trait**

 **Trustworthiness Trait**

 **Likeability Trait**

Thank you and welcome to the Keller Influence community!



CONNECT WITH DR. KELLER

About the Author:

Dr. Karen Keller has her Ph.D. in clinical psychology and her Master Certified Coach certification with the International Coach Federation. Dr. Keller has a diverse background that consists of developing and leading integrated change and strategies for large and small companies, leaders and entrepreneurs, and individual people who want to gain control of their life. Find out more about the KII at www.Karen-Keller.com.

For more great resources, advice and information that will help you better understand the seven traits and tap into your own influential strengths, follow Dr. Karen Keller on the following social media platforms:



