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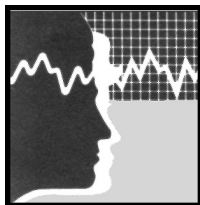
DENIS WAITLEY

AUTHOR OF

THE NEW DYNAMICS OF WINNING:
Gaining the Mindset of a Champion

THE PERSONAL SUCCESS SURVEY

A SELF-ASSESSMENT EXERCISE



Created Especially
for You by
WINSLOW
RESEARCH
INSTITUTE

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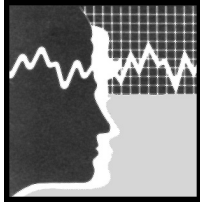
INTRODUCTION

We all live in a highly competitive world. Companies think nothing of considering hundreds of job applicants to narrow the field down to a select few. Then those individuals are invited back for more interviews, asked to take written assessments, given mock assignments—the works! Finally, the ideal candidate is hired.

It isn't a matter of skill alone prevailing at this point. It goes way beyond that. "Whether scouting for a winning athlete or searching for a winning employee, the personality of the candidate must be objectively assessed," observes William J. Winslow, founder of Winslow Research Institute (WRI), Redwood City, California. His organization is one of the pioneers in providing programs to organizations—programs that assess and develop human behavior.

"Having the suitable behavior for a position is just as important as having the required education and skills," Winslow notes. In fact, when people fail in careers, research has shown that in 90 percent of the cases failure is caused by some human behavior aspect. This message hasn't gone unheeded by the American business establishment. More than 70 percent of U.S. corporations use such programs in hiring and developing their employees.

Contained in this booklet is your copy of "The Personal Success Survey." By meticulously following the assessment instructions, you will get a good idea of your ambition, self-confidence and tough mindedness. You will learn things about yourself that your best friends couldn't—or wouldn't—tell you. More importantly, you'll get some ideas for how you can improve your behavior in each area, assuming you wish to do so. This is useful and practical information that should benefit you now and in the future.



WINSLOW RESEARCH INSTITUTE

Winslow Research Institute (WRI) was founded by William J. Winslow in San Francisco in 1968. He serves as president of the organization and directs its activities and those of the Institute of Athletic Motivation, which was founded in 1962 and became an affiliate of WRI in 1971.

WRI was founded to create programs to assess behavior and, once the behavior patterns are assessed, to provide some fundamental suggestions to help individuals develop traits and behaviors to reach their potential.

Essentially, WRI serves three primary markets: (1) the Institute of Athletic Motivation provides assessment and development programs for sports teams and competitive recreational athletes; (2) WRI provides programs to assist organizations in hiring applicants and in developing their employees and (3) WRI also helps individuals with personal development.

Since its inception, WRI has prepared reports for many of the most demanding organizations in the United States. Its client base includes more than 3,000 organizations, from multinational corporations with thousands of employees to small businesses with less than 10 employees. The following is a cross section of organizations which have utilized the services of WRI:

- **Allegra, Inc.**
- **Atlanta Braves**
- **Anthem Electronics**
- **Avis**
- **Edmonton Oilers**
- **Envirotech**
- **GTE, Sylvania**
- **Investors Diversified Services, Inc.**
- **Mexicana Airlines**
- **Northwestern Mutual Life Insurance**
- **Philadelphia 76ers**
- **St. Regis Paper Co.**
- **Trans Ocean Ltd.**

WRI creates its own assessment instruments and uses others developed at leading research centers. All are subjected to extensive research and validation involving thousands of individuals, and subsequent research studies have proved them valid, reliable instruments for measuring normal behavior.

The reports WRI generates for organizations, sports teams, and individuals provide immediate and accurate insight into the characteristics that influence personal performance. The reports provide valuable feedback and development suggestions.

All programs are developed by panels of experts composed of psychologists from major universities or in private practice, business executives, and computer programmers. Each specialty makes a major contribution to the final product.

The psychologists create the assessment interpretations and make certain the programs are scientifically valid. The executives, drawing on years of business acumen, establish behavioral requirements for success in specific positions. And the computer programmers create systems to process assessments and produce reports in the most efficient and economical fashion possible. They make certain that results can be easily tabulated.

Psychologists selected by WRI to participate in creating the behavior and assessment programs have distinguished themselves in their career fields and are recognized authorities to comment on various aspects of human behavior. They represent such San Francisco Bay Area institutions of higher learning as Stanford University, the University of California at Berkeley, San Jose State University, and the University of San Francisco. Since 1962, hundreds of thousand of people have participated in programs created by Winslow Research Institute and the Institute of Athletic Motivation.

MEET THE PROFESSIONALS BEHIND THE ASSESSMENTS

Questions in the self-assessment you are about to take (“The Personal Success Survey”) were taken from an inventory co-authored by Thomas Tutko, Ph.D., and Bruce C. Ogilvie, Ph.D., co-founders of the Institute of Athletic Motivation.



Bruce C. Ogilvie, Ph.D

Bruce C. Ogilvie enjoys a national reputation. He is professor emeritus, Department of Psychology, San Jose State University, San Jose, California. He earned his doctor’s degree at the Institute of Psychiatry, University of London, and he has written dozens of psychology-related articles appearing in both the medical and popular press. He is serving as a member of the U.S. Olympic Committee/USCSC. He is currently working with members of the U.S. National Women’s Cycling Team on improving its performance. Dr. Ogilvie continues to see individual athletes from sports such as professional golf, skiing, baseball, ice hockey, swimming, and tennis, all of whom have been referred to him for performance issues. A part of his private practice is devoted to presenting stress management clinics for persons in high-performance occupations.

Thomas Tutko, Ph.D., also nationally renowned, has made presentations to, and consulted with, more than 75 organizations, among them IBM, Pacific Bell, and the California Trucking Association. He has appeared on a number of national TV shows, including *Today*, *The Tonight Show*, *20/20*, *Good Morning America*, *Donahue* and *Nightline*.

Dr. Tutko, professor of psychology at San Jose State University since 1963, identified 11 basic personality characteristics that contribute to success and winning. His early work in athletic motivation focused on what motivates a successful athlete. Two of his six books are *Sports Psyching: Playing Your Best Game All the Time* and *Winning Is Everything and Other Myths*.



Thomas Tutko, Ph.D.

The athletes Dr. Tutko worked with in recent Olympics won three gold medals and three silver medals. His work has been featured in a number of national publications. He is now applying his work to the corporate, professional, and association worlds. He received his Ph.D. from Northwestern University.

THE PERSONAL SUCCESS SURVEY

Directions: Please read these instructions carefully before completing “The Personal Success Survey.” Answer all the questions yourself. Do not ask for the opinions of others and do not allow others to influence your answers. Work quickly, but not carelessly. Make certain you read and understand each question. Then select one of the three answers that most closely describes you. Try not to analyze the questions, but select your answers spontaneously. Describe yourself as you really are, not as you used to be, would like to be or as you think others want you to be. Focus on your behavior and attitudes, not the behavior you may think is desirable in your career or personal lifestyle. Most importantly, do not create or exaggerate what you may think are desirable traits and do not deny or minimize what you may think are unfavorable characteristics.

1. When I was young, I thought about being successful.
(A) Frequently (B) Often (C) Sometimes
2. I don't usually speak out in group meetings because I do not feel I have anything to add to the discussion.
(A) True (B) In Between (C) False
3. When my manager criticizes me, I become upset rather than feel I have been helped.
(A) Sometimes (B) Seldom (C) Rarely
4. It annoys me when others fool around at work instead of being serious.
(A) Usually (B) Sometimes (C) Rarely
5. I am a confident person.
(A) Very true (B) True (C) Somewhat true
6. It bothers me for days when my manager strongly criticizes me.
(A) True (B) In Between (C) False
7. People could say of me that I would make almost any sacrifice to be successful.
(A) Agree (B) In Between (C) Disagree
8. When a situation is going badly, I lose hope that I can resolve it.
(A) Sometimes (B) Seldom (C) Rarely

9. I like to be praised when I perform well or accomplish something.
(A) Usually (B) Often (C) Sometimes
10. I try to think about unexpected things that might come up in my activities.
(A) Very true (B) True (C) Somewhat true
11. When my manager calls me aside to talk...
(A) I see a chance to talk about things (B) In Between
(C) I am afraid something is wrong.
12. When I do something wrong, I prefer that my manager tells me about it privately.
(A) True (B) Sometimes (C) Somewhat true
13. I try harder when working on major projects than I do with everyday tasks.
(A) Usually (B) Often (C) Sometimes
14. Sometimes I lose out on things because I can't make up my mind.
(A) True (B) In Between (C) False
15. I feel left out of things that go on among my co-workers.
(A) Sometimes (B) Seldom (C) Rarely
16. I am considered by others to be one of the most emotionally resilient people they know.
(A) True (B) In Between (C) False
17. I can handle unexpected situations very well.
(A) Very true (B) True (C) Somewhat true
18. It doesn't bother me when my manager criticizes me in front of others.
(A) True (B) In Between (C) False
19. Effort is important, but it can't make up for lack of talent.
(A) True (B) In Between (C) False
20. I like the pressure elements of my work best.
(A) Very true (B) True (C) Somewhat true
21. When I make a major mistake, I sometimes feel like crying.
(A) True (B) In Between (C) False
22. Most people think that I work hard at my career.
(A) True (B) Uncertain (C) False
23. I feel humble when I am with people more talented than I.
(A) True (B) In Between (C) False
24. My feelings are hurt more easily than most people's.
(A) True (B) In Between (C) False

25. When competing against others, one should...
(A) Concentrate on his/her strengths (B) In Between
(C) Concentrate on his/her weaknesses.
26. Within my organization or community, I think I can become the best at what I do.
(A) True (B) Uncertain (C) False
27. I rarely worry about getting injured.
(A) True (B) In Between (C) False
28. I think one should be tolerant of co-workers who are incompetent.
(A) Usually (B) Sometimes (C) Seldom
29. I have to prepare to face challenges, because there are times when I'm not sure I can be successful.
(A) True (B) In Between (C) False
30. I am sometimes hurt more by how my manager says things than by what my manager says.
(A) True (B) In Between (C) False
31. I get angry with myself when I haven't learned something properly.
(A) Always (B) Often (C) Sometimes
32. I feel I'm not as good as at least some others in my organization or community.
(A) Sometimes (B) Seldom (C) Rarely
33. I feel that strong criticism can help improve a person's performance.
(A) Usually (B) Sometimes (C) Rarely
34. I feel miserable and depressed after a disappointment or a setback.
(A) Usually (B) Sometimes (C) Rarely
35. I believe that I have what it takes to be successful.
(A) Very true (B) True (C) Somewhat true
36. I have performed best for managers who were...
(A) Harsh (B) In Between (C) Sensitive and understanding
37. I have been successful in every job I have ever had.
(A) True (B) In Between (C) False
38. Sometimes I think I do not have the ability to do all of the things that I want to do.
(A) True (B) In Between (C) False

39. I need the encouragement of my manager.
(A) Very true (B) True (C) Somewhat true
40. There will probably always be someone better than I at what I do.
(A) True (B) Uncertain (C) False
41. When a situation is going badly, I think that I can change it for the better.
(A) Usually (B) Sometimes (C) Rarely
42. I believe there are things happening among my co-workers that I don't know about.
(A) Frequently (B) Sometimes (C) Rarely
43. I continue to work even when others are fooling around.
(A) Usually (B) Often (C) Sometimes
44. I don't speak up in group meetings because I'm afraid I might be criticized.
(A) Sometimes (B) Seldom (C) Rarely
45. I function poorly after being strongly criticized.
(A) Sometimes (B) Seldom (C) Rarely

NOTE: This exercise was created from an inventory authored by Thomas A. Tutko, Ph.D., Leland P. Lyon, M.A., and Bruce C. Ogilvie, Ph.D., and edited at Winslow Research Institute by J. Michael Priddy, Ph.D., to complement *The New Dynamics of Winning* by Denis Waitley. It is presented to introduce you to the self-assessment process and to provide feedback on three important dimensions related to personal success. It is not intended to be a comprehensive assessment of your total personality. Copyrighted 1990 by Winslow Research Institute. All rights reserved.

Ambition

Question Number	Point Value of Answer:		
	A	B	C
1	2	1	0
4	2	1	0
7	2	1	0
10	2	1	0
13	2	1	0
16	2	1	0
19	0	1	2
22	2	1	0
25	2	1	0
28	0	1	2
31	2	1	0
34	2	1	0
37	2	1	0
40	0	1	2
43	2	1	0
Subtotal ea. col.			
Grand Total (Add scores for all three columns together and place total here) _____ →			

Scoring Instructions:

Please circle the number of points (from 0 to 2) that you earned by selecting a letter answer (A, B, or C) for each of the numbered questions. (Example: If you answered Question 1 with (A), circle the number 2 in the A column for Question 1.) Then add up the numbers you circled in each column and enter the total in the Subtotal box under the column. Finally, add up the totals across to determine your total score and enter that figure in the Grand Total box. Then see the Key (below) to determine your Ambition level.

KEY	
Your Ambition Level	
0 to 10.....	Low
11 to 13.....	Below Average
14 to 16.....	Average
17 to 19.....	Above Average
20 & over	High

Self-Confidence

Question Number	Point Value of Answer:		
	A	B	C
2	2	1	0
5	2	1	0
8	2	1	0
11	2	1	0
14	2	1	0
17	2	1	0
19	0	1	2
22	2	1	0
25	2	1	0
28	0	1	2
31	2	1	0
34	2	1	0
37	2	1	0
40	0	1	2
43	2	1	0
Subtotal ea. col.			
Grand Total (Add scores for all three columns together and place total here) _____ →			

Scoring Instructions:

Please circle the number of points (from 0 to 2) that you earned by selecting a letter answer (A, B, or C) for each of the numbered questions. (Example: If you answered Question 2 with (B), circle the number 1 in the B column for Question 2.) Then add up the numbers you circled in each column and enter the total in the Subtotal box under that column. Finally, add up the totals across to determine your total score and enter that figure in the Grand Total box. Then see the Key (below) to determine your Self-Confidence level.

KEY	
Your Self-Confidence Level	
0 to 8.....	Low
9 to 12.....	Below Average
13 to 16.....	Average
17 to 21.....	Above Average
22 & over	High

Mental Toughness

Question Number	Point Value of Answer:		
	A	B	C
3	0	1	2
6	0	1	2
9	0	1	2
12	2	1	0
15	0	1	2
18	2	1	0
21	0	1	2
24	0	1	2
27	2	1	0
30	0	1	2
33	2	1	0
36	2	1	0
39	0	1	2
42	0	1	2
45	0	1	2
Subtotal ea. col.			
Grand Total (Add scores for all three columns together and place total here) _____ →			

Scoring Instructions:

Please circle the number of points (from 0 to 2) that you earned by selecting a letter answer (A, B, or C) for each of the numbered questions. (Example: If you answered Question 3 with (C), circle the number 2 in the C column for Question 3.) Then add up the numbers you circled in each column and enter the total in the Subtotal box under that column. Finally, add up the totals across to determine your total score and enter that figure in the Grand Total box. Then see the Key (below) to determine your Mental Toughness level.

KEY	
Your Mental Toughness Level	
0 to 9.....	Low
10 to 13.....	Below Average
14 to 16.....	Average
17 to 20.....	Above Average
21 & over	High

INTERPRETATION OF SURVEY RESULTS: Ambition

Definition: Ambition is defined as the desire to be successful in life, to attain excellence, and maintain high personal and career standards. High achievers respond positively to competitive situations and aspire to accomplish difficult tasks. They set and maintain high goals and are willing to put forth the necessary effort to attain excellence.

High (20+): You are a very achievement-oriented individual who considers it extremely important to be successful in all activities you undertake. (The higher your self-confidence, the greater the challenges you will accept.) Your desire to win is exceptionally strong. The goals you set for yourself utilize all of your talents, and you continually strive for greater accomplishments. This orientation provides you with the drive necessary to attain personal success and self-fulfillment.

Above Average (17-19): Your desire to be successful is stronger than that of most people. You like contests, accept most challenges, and respond positively to competition. You set rather high goals and are usually willing to put forth the necessary effort to reach them. Furthermore, setbacks and failures are likely to motivate you to improve, rather than unduly upset you. It is important to you to see yourself as successful, both in terms of your own standards and in comparison with your peers.

Average (14-16): You consider it important to work toward the attainment of your goals, although these goals may be somewhat modest. You usually accept challenges and enjoy some competition, although winning is not everything for you. Your competitiveness varies depending upon the circumstances. Others see you as moderately ambitious, but not “driven.” When you are involved in projects that are especially appealing, you are enterprising, productive and resourceful. You do not, however, feel compelled to excel at everything you undertake.

Below Average (11-13): Your current level of ambition is lower than that of most individuals. Perhaps other things are more important in your life than striving to attain personal or career goals. In all likelihood, you do not make long-term plans for yourself. You are less aggressive than most, do not enjoy challenges, and are not particularly attracted to competitive activities. Presently, you do not have high aspirations, and rather minor accomplishments may satisfy you. This attitude may be keeping you from fully making use of your talents.

Low (0-10): At the present time you are not an ambitious person and do not set many goals for yourself. If you do have aspirations, they are quite modest. Often you tend to accept things as they are, rather than attempting to bring about change in yourself or the situation. Since you feel uncomfortable in competitive environments, you avoid involvement in them whenever possible. Your current attitudes toward achievement frequently lead you to accept less than your best performance and not make use of the full talents and abilities you possess.

INTERPRETATION OF SURVEY RESULTS: Self-Confidence

Definition: Self-confidence is defined as the belief that one has the ability to be successful. Self-confident individuals are sure of their personal powers, abilities, and skills; they handle unexpected situations well and make decisions with assurance; they are comfortable in expressing their ideas and opinions to others and trust their own judgment.

High (22+): You are a remarkably confident person with a great deal of faith in your skills. You take new and unexpected situations in stride, and your attitude inspires confidence in others. You are decisive, express your ideas openly, and believe that no challenge is too tough for you. When adversities occur, you are capable of recovering quickly. You are able to concentrate on your goals without being hampered by self-doubts and with confidence in your capabilities. This combination will enable you to achieve your maximum potential.

Above Average (17-21): You have a basic faith in yourself and your abilities, and feel that you possess the knowledge, skill, and experience to be successful in most situations. One of your strengths is your positive attitude in facing obstacles; in fact, your resilience conveys to others an impression of security, and people who lack self-confidence may look to you for guidance and reassurance. In essence, your mature, calm confidence provides you with the ability to deal effectively with most situations.

Average (13-16): Your confidence in your skills, knowledge, and abilities is typical of most people. There are some situations in which you feel fully capable, while in others you may feel a little apprehensive or insecure. When you are with friends, or when an issue is particularly important to you, you will let your opinions be known, but you usually do not try to assume a leadership role. Your attitude and actions, for the most part, depend on your perception of the circumstances involved.

Below Average (9-12): You currently tend to be more apprehensive than the average person. At times, you question whether you have the ability to function successfully, and you can be overly sensitive to others' opinions. Familiar situations, activities, and people are more comfortable for you and serve to increase your faith in your abilities. You may experience difficulty handling new situations, especially if they arise unexpectedly. You may be uncomfortable expressing yourself and may find yourself intimidated rather easily. As a result, you may not currently feel comfortable in competitive situations and probably do not utilize your full potential.

Low (0-8): You presently find yourself very apprehensive about a wide variety of circumstances and tend to become discouraged. You tend to spend a great deal of time brooding over past occurrences. The approval or disapproval of others is very important to you, at times causing you to be overly fearful of criticism. The cumulative effect is that you may not appreciate and make use of the assets you possess. Because you currently tend to focus on the negative aspects of your life, you significantly undersell your own talents.

INTERPRETATION OF SURVEY RESULTS:

Mental Toughness

Definition: Mental toughness is defined as the ability to accept strong criticism and setbacks without functioning less effectively. Mentally tough individuals do not become easily upset when things go poorly and do not require excessive praise or encouragement from others. They are resilient and recover quickly when things go wrong. They operate on a practical and realistic basis and are adept at getting things done, even under adversity.

High (21+): You are an exceptionally tough-minded individual and are highly practical and direct in your dealings with others. You tend to be skeptical of radical ideas, and prefer realistic solutions to problems. Your “thick skin” provides you with the ability to accept strong criticism and to persevere in grueling situations. You do not require a great deal of support from others and do not dwell on problems. You are able to function without becoming emotional and can readily recover from disappointments and setbacks. Even in difficult situations, your stamina helps you to get things done.

Above Average (17-20): You are an emotionally stable person who does not dwell on disappointments or physical ailments. You willingly take responsibility for your actions and keep to the point when there are distractions or inconveniences. Excessive praise or support from others is not necessary for you; neither do you find yourself upset by strong criticism. In essence, your practical and unsentimental approach enables you to function well, even in emotionally unstable situations.

Average (14-16): When interacting with others or when coping with problems, you are at times tough-minded and realistic. On other occasions, you can be somewhat over-sensitive, dependent, and fussy. Your style is in all likelihood determined by the people and circumstances involved. While you do not brood over most mistakes, it may take you time to recover from major setbacks. You accept most criticism well but may become hurt when you perceive the feedback to be harsh or unfair.

Below Average (10-13): You are an emotionally sensitive person and your feelings are easily hurt. You dislike people and situations that are hostile or threatening, and avoid them whenever possible. Your sensitivity to the emotional environment surrounding you is high, and you are easily affected. Mistakes bother you, and criticism easily hurts your feelings; at times feedback may upset you to the point that you miss the message. It is very important that your co-workers and friends accept you; more important, in fact, than the task at hand.

Low (0-9): You are an exceptionally sensitive, tenderhearted person. Your feelings can be easily hurt. Being artistic and gentle, you strongly dislike aggressive people and will go to some length to avoid confrontations and hostile situations. You find it very difficult to accept setbacks and strong criticism. When these occur, it may take you some time to recover. Romantic, sentimental, or emotionally traumatic experiences will affect you more than most people, and your reactions will be stronger. At times your sensitivity may cause you to be dependent upon others and prevent you from taking care of yourself. In general, you are more “tuned in” to the emotional than to the practical aspects of life.

DEVELOPMENT PROGRAM

The following suggestions for development are presented to assist you in maintaining favorable characteristics and in addressing traits that may prevent you from reaching your potential.

Directions: If your score is average, below average, or low, follow the “Development” suggestions. If your score is above average or high, follow the “Maintenance” message.

Ambition

Development: Because of your contented and non-competitive nature, you will probably not progress as far as your abilities would allow. If you desire, you can increase your level of aspiration and attain greater personal success. Establish a series of specific, reasonable goals that are just a little beyond where you are now. Focus on specific areas in which you know you can improve. Actually write them down. Then exert the effort and persistence necessary to attain them. Reward yourself when you reach them. Then set new goals that are slightly higher. Make certain that your goals are short term, that they are realistic, and that they are likely to provide you with an initial success experience.

Maintenance: Make certain that you continue to set goals for yourself that push your capabilities to the limit. Make these goals slightly higher than those you have achieved. Analyze your lifestyle to ensure that your career and personal circumstances allow the growth opportunities and ego fulfillment you require. Sometimes you may benefit from competing against yourself by trying to better your previous accomplishments.

Self-Confidence

Development: Building self-confidence should be a very important goal for you. Objectively analyze the assets you have; consider asking your friends and relatives to assist you in doing so. Keep your problems in proper perspective, rather than viewing them through a magnifying glass. When you succeed, it is imperative that you appreciate what you have accomplished. Concentrate on your assets, rather than liabilities. Don't be afraid to let yourself and others see what you can do. Focus on positive ways to apply your abilities, rather than taking an apprehensive, defeatist attitude. Success can be a self-fulfilling prophecy.

Maintenance: Since your self-confidence is one of your greatest assets, there is no need to concern yourself with improving this trait. Instead, look for ways to effectively apply your confidence. Make certain that you attain and/or maintain the skills and knowledge necessary to sustain your faith in your abilities. Furthermore, be careful not to assume a “know-it-all” attitude; use an interpersonal style that communicates collaboration and avoids friction when individuals or groups do not agree with you.

Mental Toughness

Development: When you encounter difficulties, you may benefit from objectively reviewing the circumstances, before allowing them to affect you. Realize that when others offer constructive criticism, their intent is usually to help you improve, not to hurt your feelings. Do not have unrealistic expectations of yourself or be too harsh on yourself for failures. Remember, even superstars make mistakes. When they do, however, they learn from their errors and improve. Also, make a distinction between what is being said, how it is said, and who is saying it. Often people feel that they are under attack when they are working with abrasive or abrupt individuals. You will find that straightforward people use the same style in all situations, and not only with you.

Maintenance: Your mental toughness will help in your continued growth and can serve as a model for others. Because of your ability to cope with situations realistically, others will look to you in a crisis. Your positive response to setbacks can maintain equilibrium and be an important morale booster. Your goal in maintaining this trait should be to make certain your behavior is productive. Be aware that mental toughness could cause you to be perceived as insensitive to the emotional needs of others. Indeed, this attitude, applied harshly, could result in rough or inconsiderate handling of sensitive people and delicate situations.



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