

Chris Williams  
ABC Company  
02/21/2005





# Personal Directions®

Presented to:

Chris Williams  
ABC Company  
02/21/2005

Presented by: **XYZ Consulting**

Sample Pages

# Table of Contents

<b>Introduction.....</b>	<b>3</b>
<b>Section I: Your Personal Directions.....</b>	<b>5</b>
Profile: Individual Directions Inventory .....	6
Your Strongest Directions .....	8
Your Lowest Directions .....	13
<b>Section II: Your Personal World.....</b>	<b>17</b>
Professional/Public Self .....	18
Leisure Self .....	19
Personal Self.....	20
Inner Self .....	21
The Meaning of High and Low Scores .....	22
Your Highly Developed Sectors .....	23
Your Less Developed Sectors .....	27
How Are Your Needs Being Met? .....	30
<b>Section III: Quality of Life Considerations .....</b>	<b>33</b>
Achieving Satisfaction .....	34
Satisfaction .....	35
Security.....	36
Satisfaction and Security .....	37
Growth, Balance and Present Support.....	40
Flexibility and Public Success.....	41
Where Are Your Opportunities? .....	42
<b>Section IV: Your Focus of World.....</b>	<b>43</b>
Focus of World.....	44
<b>Section V: Setting Goals.....</b>	<b>47</b>
The Process of Growth.....	48
Setting a Goal .....	49
Selecting a Tentative Goal .....	49
Testing Your Commitment to the Goal.....	50
Action Planning.....	52

# Introduction

Welcome to **Personal Directions®**!

**Personal Directions®** is a programme of personal development that provides you with the opportunity to explore your motivations and strivings, examine how these have affected the choices you have made in different areas of your life, and consider what actions you might wish to take as you look toward your future.

This report will provide you with **individualised personal feedback** based on your responses to the Personal Directions questionnaire. This questionnaire consists of three components: Individual Directions Inventory™, Appraise Your World™ and World Outcomes™. The information you will receive as feedback will, we hope, prove valuable to you in reviewing where you are at this particular time in your life.

This programme does not assume that there is some overwhelming reason for changing your life. Rather, it provides a summary of some important areas of your personal world and your reactions to them, together with suggestions for ways to increase the amount of satisfaction you could be experiencing.

To help you understand your feedback, your scores have been compared to a large normative database of people who are similar to you - professionals, managers, people with comparable educational backgrounds, of the same gender, etc. You will receive scores expressed in terms of percentiles. For example, if you have a score at 75%, then you scored higher than 75% and the same as or lower than 25% of people in the normative group. The specific norms that have been used in reporting your scores are:

General Europe (6/02 N=710)

The purposes of the Personal Directions programme are to:

- Provide you with feedback on how you see yourself in a number of significant areas of your life;
- Provide information about areas from which you are presently gaining satisfaction;
- Suggest to you some ideas about settings and roles which might hold the greatest interest for you;
- Establish a structure which you can use to create strategies for reaching your goals and objectives within the context of what you have already accomplished.

We hope that this process will be of benefit to you, whether you undertake substantial changes in your life, make small revisions in your thinking or activities, or merely reinforce what you already have.

We hope this programme will supply you with opportunities for further life enrichment for you and those who are closest to you.

Good luck on your journey!

This page was intentionally left blank.

Sample Pages

# Section I: Your Personal Directions

## Introduction

This section will provide you with **individualised feedback** on 17 specific dimensions which represent your personal Directions - the underlying directions you use to guide your life. This feedback is based on your responses to Part A of the Personal Directions Questionnaire: the Individual Directions Inventory (IDI).

An IDI Direction is a broad set of patterns or purposes which represents aspirations and motives. Our Directions may be satisfied or frustrated in many aspects of our lives; therefore, there is a variety of emotional experiences associated with them.

Our Directions represent our striving to achieve specific emotional goals in our lives. The way in which these goals are achieved may vary dramatically, depending upon the person. For example, a person whose primary direction in life is giving support and affection to others is very different from a person who finds this focus less appealing and prefers to be highly self-sufficient and free of outside interference.

The IDI Directions reflect a variety of internal processes: motives, needs, drives, and values. These are the source of much individual behaviour. Our Directions differ from the methods we ordinarily employ to get what we want; they represent the strivings that we try to realise in our worlds. We then use the skills and insights we have developed to achieve the specific objectives that are related to these underlying Directions.

Depending upon the context in which they occur, our Directions:

- help us to create and build our unique worlds;
- describe the specific emotional content of our experiences;
- represent deep motivational patterns;
- help us to understand and predict our future behaviour;
- represent the value we place upon people, places, things, ideas, goals, and activities;
- can affect the setting of future goals.

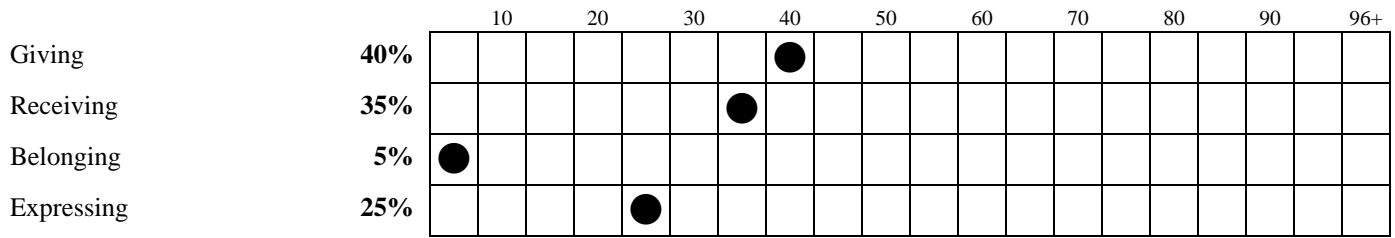
Think of your Directions as showing the direction and strength of the force with which you are likely to push against the world in order to achieve satisfaction. Some Directions will complement each other, while others will seem contradictory. When Directions are complementary, they tend to reinforce each other. When they are contradictory, they may cancel each other out or emerge as inconsistent behaviour.

Following are descriptions of your strongest IDI Directions. Provided with each description are several interpretive statements to help you identify how the Direction is influencing your life. Hopefully, the results will confirm much of what you already know about yourself, but will also clarify important areas which may be less apparent to you. In the following sections, you will have the opportunity to explore how this information can help you to gain greater life satisfaction or to change aspects of your behaviour that are inconsistent with the way you want to be.

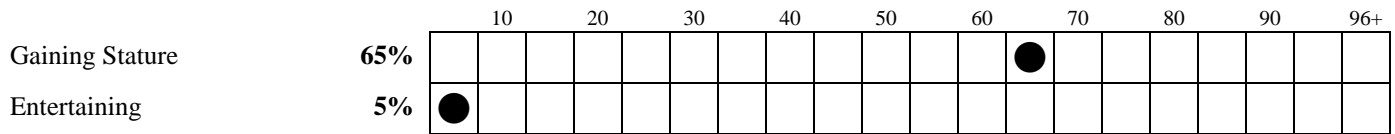
## Individual Directions Inventory™

LOW	LOW-MID	MID-RANGE	HI-MID	HIGH
-----	---------	-----------	--------	------

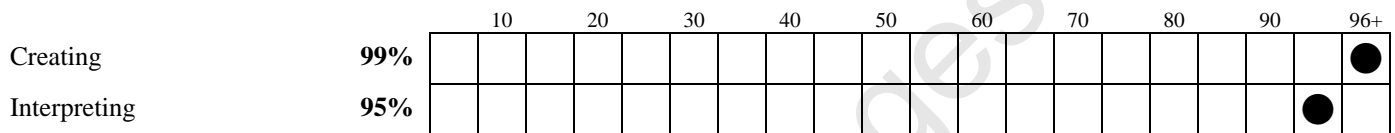
### Affiliating



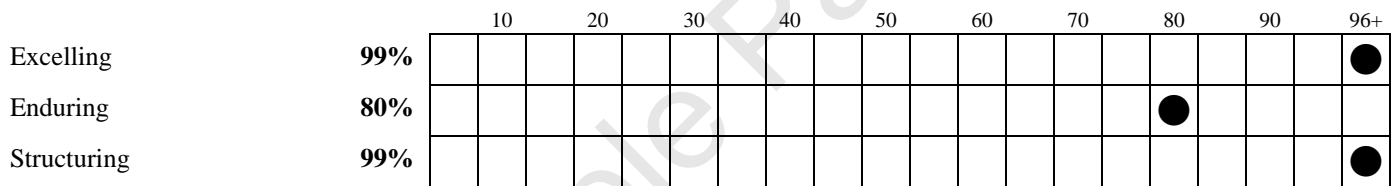
### Attracting



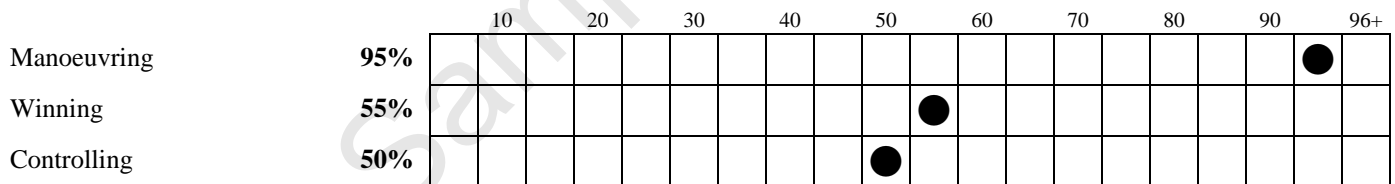
### Perceiving



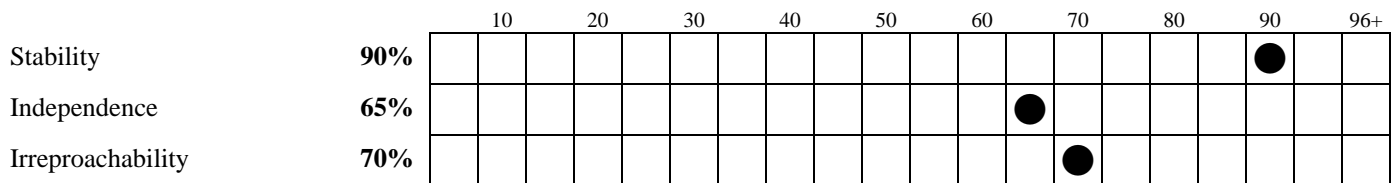
### Mastering



### Challenging



### Maintaining



## Section II: Your Personal World

Now that you have reviewed your Individual Directions Inventory feedback, you have a sense of the Directions which you find to be the most rewarding for you, those which are moderately appealing, and those which may hold little appeal - or which you may even reject.

The next section of the Personal Directions report, **Your Personal World**, will give you a picture of the areas of your world in which you are working to realise your Directions. Each area provides a wide range of activities and experiences which may satisfy - or frustrate - your Directions. This feedback will provide you with the opportunity to assess the choices you have made in creating your world relative to the Directions you strive to achieve.

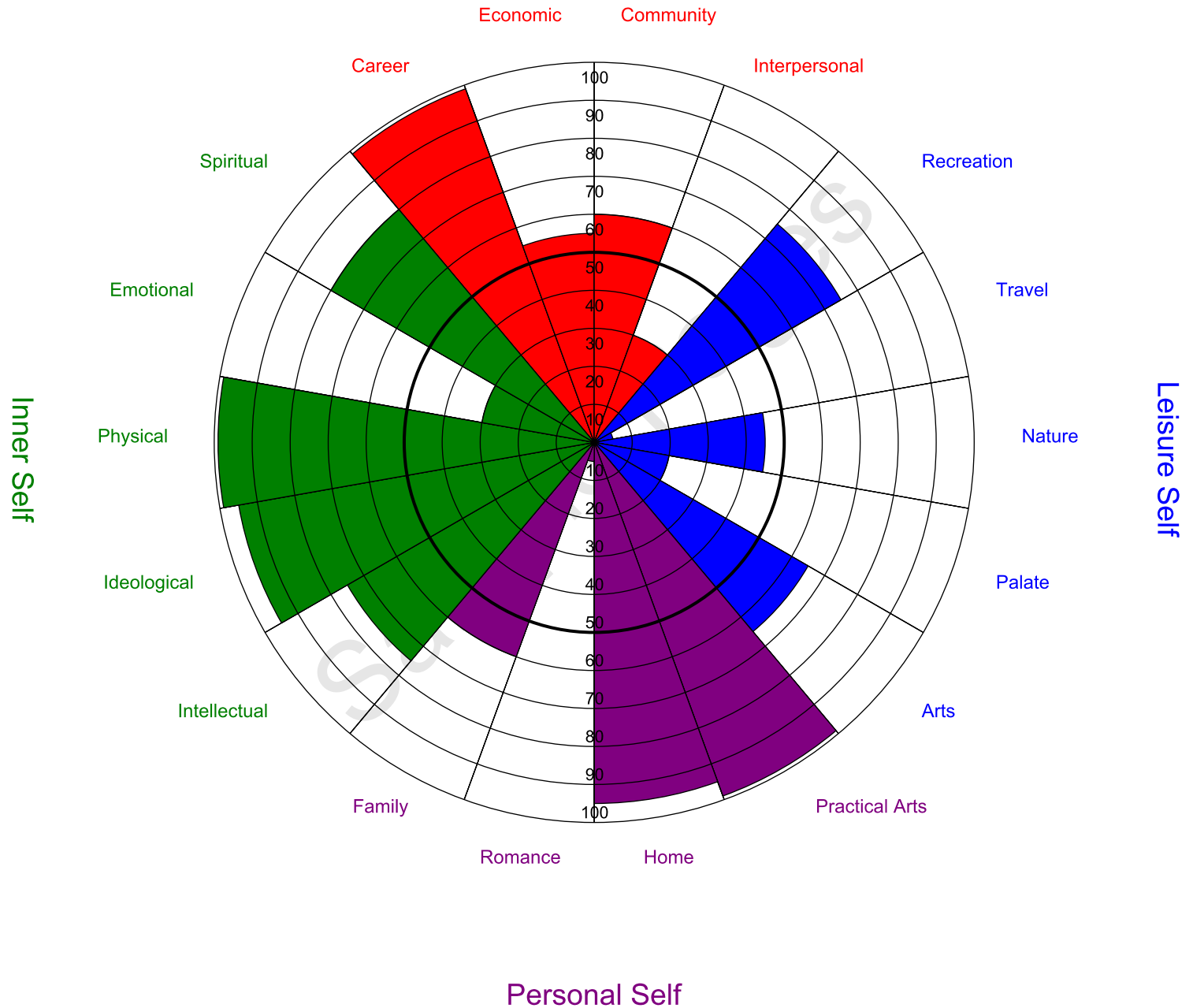
The purpose of this section of the Personal Directions report is to present a picture of your current personal world, showing you the areas in which you are placing most of your energy and attention as a result of the values you hold and the choices you have made in your life.

In this section, you will be receiving your **individualised feedback** on 18 specific dimensions, or sectors, of life. This feedback is based on your responses to Part B of the Personal Directions Questionnaire: Appraise Your World (AYW). Each AYW sector represents a major area of experiences, values, activities and interests. These 18 sectors are grouped according to their influence on four specific aspects of your life, forming a continuous range from your direct dealings with the external world to your innermost, introspective life.

As you review your feedback, do not assume that high scores are "good" or that low scores are "bad." There are potential benefits but also potential drawbacks to scoring high or low on any sector.

# Appraise Your World™

## Professional/Public Self



## Section III: Quality of Life Considerations

### Introduction

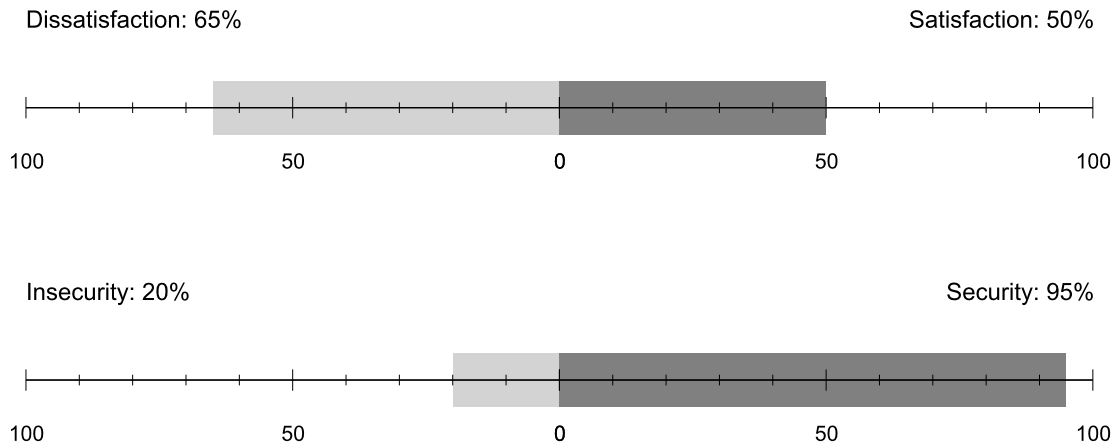
You now have had the opportunity to review both your Individual Directions Inventory feedback and your Appraise Your World feedback. In this section, you will examine the impact of the combination of your Directions and the choices you have made in creating your current world. You will assess how you feel about the quality of your life, and the design of your life relative to your needs, motives, drives, and values. This section will provide you with your **individualised feedback** on 9 specific dimensions which represent your current feelings about your personal world. This feedback is based on your responses to Part C of the Personal Directions Questionnaire: World Outcomes.

These dimensions might be considered the "bottom line" results in life. Obviously, each of the areas examined will have different implications for different people, because each person will value them in somewhat different ways. Although all of the areas covered might be looked upon as desirable from the standpoint of the quality of your life, some will undoubtedly be much more important to you than others.

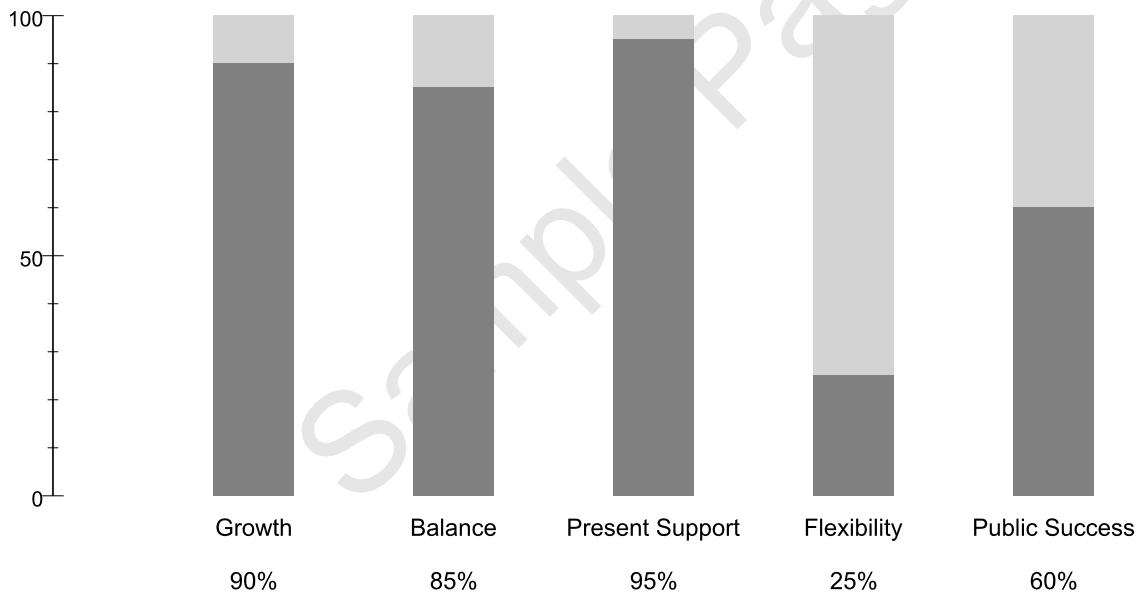
These World Outcomes may be looked upon as another piece of the puzzle in optimising your enjoyment and satisfaction with your life. Combined with the information provided by your feedback on the strongest motivating factors in your life at this time, these World Outcomes may suggest directions for your future decisions and development. In this sense, development implies not only looking to yourself to add new skills or perspectives, but also expecting somewhat different outcomes in the various important sectors of your world.

These expectations might imply adding or changing the activities, roles or people in your life, but perhaps also developing a sector which may not currently be playing as large a part in your life as it might. Look, then, to these quality of life issues as potential clues to help identify what you might want to explore further in crafting an even richer, more satisfying life.

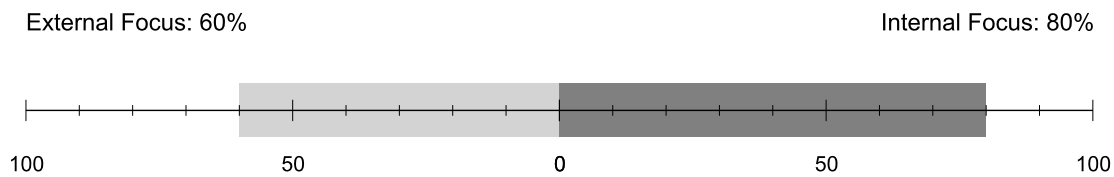
## World Outcomes™ Satisfaction and Security



## Growth, Balance, Present Support, Flexibility and Public Success



## Your Focus of World



## Section IV: Your Focus of World

### Introduction

This section will provide you with information about the way you position yourself in relationship to your world. Do you have an Internal Focus? An External Focus? Or both?

The dimensions of Internal and External Focus of World are independent variables designed to measure the degree to which individuals are likely to attend to internal cues, signals and satisfactions, and the degree to which they are likely to attend to external cues, signals and approval.

Individuals with a strong Internal focus are likely to see themselves as having a great deal of influence and control over their life and environment. They tend to feel that they are primarily responsible for what happens to them, and for shaping their personal world.

Individuals with a strong External Focus are likely to believe that elements in their environment (external factors) play a very important role in what happens to them. They may feel that the external world exerts a powerful force which is difficult to shape or control.

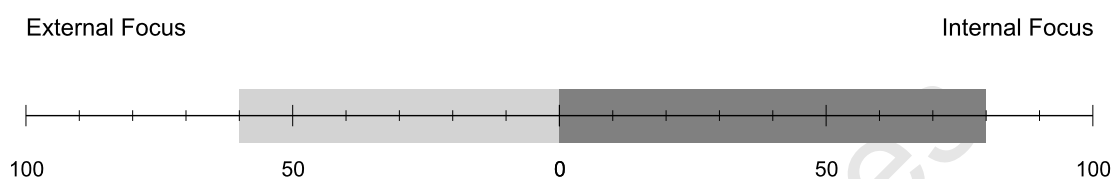
Neither approach is right or wrong. In fact, most people employ a combination of the two approaches. The shaded areas presented to you as your Internal and External Focus scores on the following page should be viewed as the RANGE of your Focus of World. It indicates the extent to which you pay attention to and integrate both internal and external factors.

Our Focus of World may be very important in helping us understand our approach to life. The range of our Internal and External Focus determines what we define as the more important elements of our worlds. Through our Focus of World, we locate our source of solutions to problems, our sense of vulnerability or control.

## Focus of World

**Internal Focus:** People who **score higher** on Internal Focus are likely to attend to internal cues, signals and satisfactions. They tend to feel that they are in charge of their lives, that they control their environment and the things that happen to them. They may see events as being almost entirely the result of their individual actions and decisions. If something goes well or if something goes wrong, they are likely to feel they have had some responsibility for the result. Thus, they are apt to be equally subject to the feelings of achievement and satisfaction that accompany success, and the feelings of guilt and disappointment that come with failure.

**External Focus:** People who **score higher** on External Focus attend to external cues, signals, and approval. They may believe that external elements in their environment play a vitally important role in what happens to them. They may be somewhat fatalistic and regard success to be the result of luck or pull rather than of their own efforts. They may believe that things over which they have little direct control happen to them and influence their worlds. Because they monitor the external world very carefully, however, they may also be quite realistic in assessing what they must adapt to in it. Through their focus on the external world, they may develop a good deal of insight into it and be able to anticipate what is going to happen.



### External Focus: 60%

The degree to which you:

- Attend to external cues
- See outside forces as initiating action
- Believe aspects of your world are subject to factors beyond your control
- See yourself as responding to the actions of others

### Internal Focus: 80%

The degree to which you:

- Attend to internal cues
- See yourself as initiating direct action
- May be introspective
- See yourself as primarily responsible for results

### Your Focus of World

Our Focus of World can have a strong influence on the way we act. The same external event can be viewed, reacted to, and judged very differently depending upon our perspective. Furthermore, how we perceive the world and our part in it will influence our behaviour.

The level of satisfaction and security we experience in our worlds will often be directly affected by the decisions we make. These decisions, in turn, will be heavily influenced by the degree of control we believe we have over our lives. Our perceptions of External or Internal Focus and the balance between them often affects the number of choices and options we see and allow ourselves to have.

## Section V: Setting Goals

### Introduction

In this section, you will bring everything together in order to focus your efforts and strategies, either to change certain aspects of your life that you feel are unsatisfactory, or to add new areas of richness and stimulation to what you already have.

If you are highly satisfied with your life at the present time, you might want to explore whether there are new areas you would like to develop or things you may be overlooking that could be more positive. If you are not satisfied, you may want to develop or alter areas of life that you have already identified as causing a problem. Sometimes, surprisingly minor changes may make a big difference in the degree of satisfaction one receives. At other times, more dramatic changes may be necessary.

In this section, you will have the opportunity to pinpoint not only what may need to be changed, but also what objectives are necessary to achieve a more satisfying life.

It is wise not to try to set too many objectives at once, in case we lose focus and find ourselves unable to reach practical outcomes. Sometimes, we may feel like throwing everything away and making a completely new start - usually, however, this is neither practical nor likely to work. Rather, we want to build on our efforts so far in life in order to achieve even greater fulfilment and the goals we desire.

Sample Page

## The Process of Growth

It is impossible to stay exactly the same year after year. We age and our circumstances change. The external world presents us with challenges and opportunities. Whether we plan for it or not, we change in response to the unpredictability of the world around us. We can also change as part of our self-defined development goals. If we look ahead, anticipate the future we desire, and plan in a thoughtful and committed fashion, we are likely to attain a greater sense of satisfaction and mastery than if we simply respond to whatever comes along.

Certain assumptions can be made about the process of growth:

- You can change your life. You have the capacity to respond to events and to make decisions about the future you develop. Events of the past have an influence and are important; however, they do not have to control the future.
- You have developed skills, knowledge, and perspectives which may be applied effectively in a wide variety of life settings. It has been said that "we know more than we think we know." We often tend to underestimate our abilities.
- Building a somewhat different world may require you to change your current emphases. Some of these changes may be challenging; others, often equally profound in their implications, will be simple and easy.
- Building a more positive world should be, and often is, fun. The process of reaching goals is often far more important than their actual attainment. You do not sit down to a delicious dinner merely so that afterwards you can say that you feel full.
- As human beings, we are interdependent. If you alter one aspect of yourself, other aspects will be affected. As you change, other people in your life will also feel the effect.
- Change implies a certain degree of risk. In order to minimise risks and maximise the probability for success, you must know where you are going, how you are to get there, what the potential pitfalls are, and what resources are available to you.
- Be careful about the future you desire - you may get it! It is important for you to be sure you want what you think you want.

This section will provide you with the format and the opportunity to build an action plan to achieve the goal you have set. Your action plan can act as a blueprint. There is no right or wrong template. There is no allotted time. The future is yours to shape as you will.

Be careful about settling for unrewarding experiences or assuming that the world is the way it is and nothing you can do will change it. There is a lot that you can do. The decisions you make and the actions you take as a result of your action plan can have a truly dramatic effect on you and your world.

## Setting a Goal

One of the easiest ways to change your life is to change certain elements of your world. The sectors of your world can be seen as the components of a larger system. When a change occurs in any sector, the reverberations are felt elsewhere. Because the sectors are interconnected, a change in any one of them affects all the rest in some way. Refocusing your energy in one sector will have consequences in others. The following pages will help you anticipate those consequences and determine whether or not they are positive for you.

An action plan is only as good as the results it achieves. If the plan is developmental in nature, it implies change. To ensure that action and change lead to the desired results, several components are essential:

- A goal that is truly meaningful to you
- A clear image of the destination
- Knowledge of the steps necessary to reach that destination
- Anticipation of the obstacles (internal/external and past/present)
- A stated and firm commitment to the outcome

In order to give yourself the best chance of completing the change process, you must define goals and be very clear about your desired results. These need to be very concrete and real for you. Thus, the first step is fully exploring possible goals and their implications.

## Selecting a Tentative Goal

Review pages 31, 39, 42 and 46, and choose an area you would like to focus upon. In this area, is there a goal you would be willing to work toward? Consider the following questions as you select your goal:

- Can you state this goal in very specific terms?
- Is this goal a realistic one for you to accomplish?
- Can you accomplish it in a set period of time?
- Do you have a strong commitment to this goal?

Once you have chosen your goal, use the following guidelines in articulating it:

- Make the statement a positive one. Instead of saying, "*I no longer want to...*" or "*I will not...*", begin your statement by saying, "*I will...*"
- State your goal strongly. "*I want*" is much less definitive than "*I will*" or "*I shall*." In fact, you may even find it helpful to state the goal as if it were already accomplished.

In the space provided below, state the goal you have selected in specific and concrete terms.

---

---

---

---

---



Management Research Group, Inc.  
14 York Street, Suite 301  
Portland, Maine USA 04101  
Telephone: 207-775-2173  
Telefax: 207-775-6796  
Email: [customerservice@mrg.com](mailto:customerservice@mrg.com)

Management Research Group GmbH  
Goethe Hof, Lindwurmstr. 109  
80337 Munich, Germany  
Telephone: +49.89 76 7766-0  
Telefax: +49.89 76 7766-99  
Email: [customerservice@mrg.com](mailto:customerservice@mrg.com)

Website: <http://www.mrg.com>