THE CONSCIENCE
CODE

LEAD WITH YOUR VALUES
ADVANCE YOUR CAREER

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A PDF COMPANION TO THE AUDIOBOOK

RULE #5: CHANNEL YOUR PERSONALITY STRENGTHS

Conscientiousness Assessment

Place an "X" on the horizontal scale closest to the descriptor that best describes how you behave most of the time. Of course, situations and incentives can prompt you to act in out-of-the-ordinary ways, but try to honestly rate your typical pattern of behavior.

1. "Orderly" people make sure things find (and stay in) their proper places. This helps them ensure their peace of mind. The orderly person keeps their work and living spaces relatively neat, maintains organized notes on complex projects, and periodically tidies up. An orderly person is relaxed when they are in an organized environment. **"Disorganized"** people, by contrast, are happy to surround themselves with what looks to others like a chaotic environment. But they have their own unique way of navigating successfully through what appears to be the disorder around them. As they see it, super-tidy homes or offices do not stay that way for long anyway. So why spend so much time keeping them neat? They consider orderly people to be a bit compulsive.

Orderly				Disorganized
100	50	0	50	100
Highly Expressed	Moderate	No Preference	Moderate	Highly Expressed

2. "Industrious" people get things done. They live for their work. They are passionate about staying busy and working toward their goals. They tend to measure success in terms of accomplishments. **"Laid-Back"** people are less intense and achievement-driven. They have jobs to make money so they can have time to relax, enjoy themselves with friends and family, and take in the pleasures of life. A comfortable early retirement sounds good to someone who is laid back. They tend to measure success more in terms of overall quality of life rather than career accomplishments.
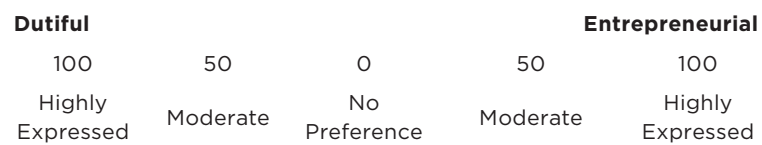
Industrious				Laid-Back
100	50	0	50	100
Highly Expressed	Moderate	No Preference	Moderate	Highly Expressed

3. "Deliberative" people take their time making up their minds among various alternatives, weighing all possibilities thoroughly and carefully. They want to get decisions right the first time, not through a messy process of trial and error. **"Spontaneous"** people like to make decisions quickly based on the information at hand. They are biased toward taking action to see what happens, learning, and then changing direction if necessary. It is easy for them to both make up their mind and change it.

Deliberative				Spontaneous
100	50	0	50	100
Highly Expressed	Moderate	No Preference	Moderate	Highly Expressed

4. "Dutiful" people are good citizens—at work, in their community, and within their families. If it is their turn to do the dishes, you can count on them to get everything washed. If they have to work overtime to make a deadline, they will find a way to do it. In short, they take their social roles very seriously and do whatever it takes to fulfill those roles. **"Entrepreneurial"** people "do their own thing." They are less defined by the social roles they occupy and more driven by the opportunities of the

moment. The expectations that may come with a job description concern them less than finding their own way to address problems. They tend to do what they see as most urgent and important, worrying less about what others think they "should" be doing.

Dutiful				Entrepreneurial
100	50	0	50	100
Highly Expressed	Moderate	No Preference	Moderate	Highly Expressed

5. "Prompt" people stick to their deadlines. They make lists of their daily chores and tasks and check these items off as they complete them. Indeed, they often do unpleasant things first to get them out of the way. If they are unable to complete their list, they start with leftover items the next day. If the list gets too long or they fall far behind in what they need to do, they feel a bit anxious about it. **"Procrastinators"** are more relaxed about deadlines. What is important is doing the most important things—eventually. They are more likely to put off unpleasant tasks, enjoying the distractions that can make life more colorful and interesting, rather than letting their schedules define them.

Prompt				Procrastinator
100	50	0	50	100
Highly Expressed	Moderate	No Preference	Moderate	Highly Expressed
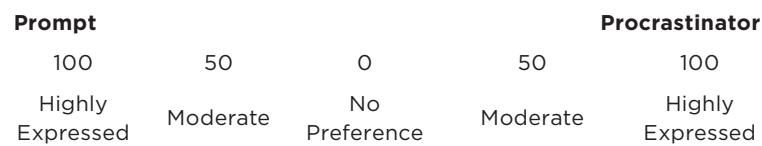
If you placed marks to the left of the "No Preference" point on three or more of the scales above, you are relatively conscientious. The further to the left you made your marks and the closer you got to staying on the left side for all five items, the greater the chances that conscientiousness is a defining trait your friends, family, and work colleagues would recognize in you. Researchers have found that conscientious people seem to have better-than-average abilities to defer short-term gratifications to achieve longer-term goals. Their sense of order, industry, and duty help them maintain their priorities without extra effort when it comes to core values.

Of course, conscientiousness alone will not prompt you to see or address a given values conflict. Indeed, extremely achievement-oriented, conscientious people may be at special risk of missing a value conflict through "Inattentional Blindness" (Rule #2, "Commit to Your Values") when they are leading the charge to achieve some deadline-driven goal. Finally, even the most laid-back, spontaneous procrastinator will stand up for a value if they also happen to be endowed with a strong sense of duty regarding it. But, assuming two people both embrace a given value and observe that it is at risk, the more conscientious one may be better equipped by personality to instigate a values conflict and see it through. Implication: less conscientious people will often benefit from combining forces with other, more conscientious allies.

Conflict Attitudes Assessment

Without giving the matter too much thought (and without revising your answers for any reason!), please select ONE STATEMENT in each pair of statements below. Select the statement you think *more accurately represents your attitude* when you face a conflict or dispute with someone else—even if you think neither of the statements are especially accurate or both are very accurate.

Think about such situations in general—not just ones at work or in your personal life. And don't pick the statement you "ought" to agree with—just pick the one your gut tells you is the more accurate attitude you bring to these situations most of the time.

Record the letter (A, B, C, D, or E) associated with each statement you pick in the space provided. Some statements repeat, but do not worry about answering consistently. Just keep going. All answers are equally "correct" in some circumstances so be as truthful about your genuine attitudes as possible. Summarize your selections at the very end.

ASSESSMENT

1. E. I do my best to find out what is bothering the other party so I can fix it.
   D. I tend to stay away from conflict situations whenever possible.
   I select ____.

2. C. I seek a middle ground between our positions in a dispute.
   B. I search for the deeper problems underlying our disagreements.
   I select ____.

3. C. I look for a simple compromise to settle our differences.
   E. I do whatever I can to preserve the relationship.
   I select ____.

4. D. I work hard to defuse tense situations.
   A. I speak out forcefully so others can see where I stand.
   I select ____.

5. D. I am skilled at tactfully avoiding most disagreements.
   C. I find that giving in a little usually prompts the other side to do the same.
   I select ____.

6. A. I clearly communicate my goals and explain my justifications.
   B. I focus my attention on solving the problem underlying the dispute.
   I select ____.

7. D. I prefer to put off confrontations with other people.
   A. I assert my point of view by making strong arguments.
   I select ____.

8. C. I am usually willing to compromise.
   A. I find that confrontations can sometimes serve a useful purpose.
   I select ____.

9. B. I fully discuss all the problems between us.
   E. I care more about the relationship than winning the argument.
   I select ____.

10. D. I avoid unnecessary personal conflicts.
    C. I seek fair compromises.
    I select ____.

11. C. I concede some points in order to gain something on others.
    A. I make my points forcefully so others understand my principles.
    I select ____.

12. A. I find it helps to be candid about our disagreements.
    E. I strive to maintain the relationship.
    I select ____.

13. E. I preserve the relationship by accommodating others' needs.
    D. I leave disputes to others whenever possible.
    I select ____.

14. E. I try to address the other person's needs.
    A. I always stand up for my principles, even it means a confrontation.
    I select ____.

15. A. I make sure that others know exactly where I stand.
    D. I emphasize areas on which we agree.
    I select ____.

16. E. I am always looking out for the relationship.
    C. I think give-and-take works better than trying to win every point.
    I select ____.

17. B. I identify and discuss all our differences.
    D. I avoid confrontations.
    I select ____.

18. A. I make sure I am heard.
    E. I strive to maintain relationships.
    I select ____.

19. B. I focus my attention on solving the problem underlying the dispute.
    C. I look for the simple compromise to put the dispute behind us.
    I select ____.

20. E. I always strive to maintain good relations with the other party.
    B. I work hard to solve the problem.
    I select ____.

21. C. I look to resolve conflicts quickly and fairly.
    A. I believe disputes help people identify their legitimate differences.
    I select ____.

22. B. I identify all our disagreements and look for solutions.
    D. I try to avoid unnecessary conflicts.
    I select ____.

23. E. I accommodate whenever possible to preserve the relationship.
    C. I usually find the middle ground between us.
    I select ____.

24. D. I try to emphasize the issues on which we agree.
    B. I uncover and explore the issues on which we disagree.
    I select ____.

25. A. I work hard to make myself heard.
    B. I try to address everyone's needs.
    I select ____.

26. C. I try to put the conflict behind us by finding a fair compromise.
    B. I take my time so we can identify all the underlying problems.
    I select ____.

27. D. I avoid explicit disagreements whenever possible.
    E. I think the relationship is usually more important than who is right.
    I select ____.

28. A. I do not mind confrontations if they serve a purpose.
    B. I work hard to address everyone's needs.
    I select ____.

29. C. I usually try to find the middle ground.
    D. I dislike conflicts because they leave people with bad feelings.
    I select ____.

30. E. I work hard to preserve the relationship.
    B. I try to identify the underlying problems, even if it makes people uncomfortable.
    I select ____.

RESULTS

NOW ADD UP ALL YOUR "A", "B," "C," "D," AND "E" ANSWERS ON THE PREVIOUS PAGES AND PUT THOSE TOTALS BELOW:

As = _____ (Advocate)

Bs = _____ (Problem-Solver)

Cs = _____ (Compromiser)

Ds = _____ (Avoider)

Es = _____ (Accommodator)

_____ TOTAL (Should equal 30)

Evaluating Your Scores

The Conflict Attitudes Assessment is constructed in such a way that each style is pitted against each other style twelve times. Thus, the highest score you can achieve for any single attitude is 12 and the lowest is zero. Scores of *7 or higher* suggest relatively strong impulses to respond to conflict situations using that style. Scores of *3 or lower* suggest weaker impulses to respond to conflict situations in these ways. Scores in the middle—4, 5, or 6—indicate moderate, functional impulses to use these styles appropriately in particular situations.

My Stronger Styles (circle yours):

Advocate	Problem-Solver	Compromiser	Avoider	Accommo-dator

My Weaker Styles (circle yours):

Advocate	Problem-Solver	Compromiser	Avoider	Accommo-dator

Locus of Control Test

Answer True or False to the following statements, even if you would pick "it depends," were that choice available.

1. When I was in school, my grades were often determined more by which teachers I was assigned than how hard I worked.
    ___ True (External LoC)   ___ False (Internal LoC)
2. My plans generally work out, even if not quite the way I expected them to.
    ___ True (Internal LoC)   ___ False (External LoC)
3. Getting a good job usually has more to do with being in the right place at the right time than education or qualifications.
    ___ True (External LoC)   ___ False (Internal LoC)
4. People get the government they deserve. It is important to vote so your voice can be heard.
    ___ True (Internal ToC)   ___ False (External LoC)
5. Luck plays more of a role in success than hard work.
    ___ True (External LoC)   ___ False (Internal LoC)

Did you respond to three or more of the above prompts with either an Internal or External Locus of Control? The more you picked for one or the other, the stronger that impulse is as an aspect of your personality.

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