**LEVEL 4: FIERCE FACTOR INDIVIDUAL ASSESSMENT**

Circle the number which most closely represents your beliefs

(1 = the description on the left is most accurate, 10= the description on the right is most accurate)

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| Disclosing my real thoughts and feelings is risky. | **1 2 3 4 5 6 7 8 9 10** | Disclosing what I really think and feel frees up energy and expands possibilities. |
| Most people can’t handle the truth, so it’s better not to say anything. | **1 2 3 4 5 6 7 8 9 10** | Though I have trouble handling the truth sometimes, I’ll keep telling it and inviting it from others. |
| It’s important that I convince others that my point of view is correct. | **1 2 3 4 5 6 7 8 9 10** | Exploring multiple points of view will lead to better decisions. |
| I will gain approval and promotions by exchanging my personal identity for my organization’s identity. | **1 2 3 4 5 6 7 8 9 10** | My personal identity will be expanded as my colleagues and I exchange diverse points of view. |
| Reality can’t be changed. There’s no point to fighting it. | **1 2 3 4 5 6 7 8 9 10** | Perhaps we can change reality with thoughtful conversations. |
| As an expert, my job is to dispense advice. | **1 2 3 4 5 6 7 8 9 10** | My job is to involve people in the problems and strategies affecting them. |
| I’ll keep my mouth shut; this is a job for the experts. | **1 2 3 4 5 6 7 8 9 10** | My point of view is as valid as anyone else’s. |
| I need to ignore what I’m feeling in my gut; just put my head down and do my job. | **1 2 3 4 5 6 7 8 9 10** | I know what I know; and what I know, I need to act on. |

**FIERCE FACTOR INDIVIDUAL ASSESSMENT SCORING**

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| **Min** | **Max** | **Stage** |
| 0 | 10 | **Crisis** – A culture of fear is deeply entrenched in this organization. Immediate action is needed. |
| 11 | 20 | **Serious** – Fear is a major dynamic, employees are discouraged and retention of high performers is likely to be a formidable problem. |
| 21 | 30 | **Stifled** – Helplessness is a present factor. Talent and energy are bleeding from the organization. |
| 31 | 40 | **Tolerable (barely)** – People show up physically but we are apathetic mentally and emotionally. |
| 41 | 50 | **Comfortable** – People are nice, things get done, but there is little “spark” to take things to the next level. |
| 51 | 60 | **Satisfactory** – People are striving towards performance and occasional strokes of genius appear. |
| 61 | 70 | **Great** – People are engaged, energetic and innovative. This is fertile ground for exceptional results. |
| 71 | 80 | **Excellent** – Now just look out for headhunters because you’ve got a good thing going. |