



# successFIT

decision preference inventory

# *Welcome to* **SUCCESSFIT**

## A Decision Making Preference Diagnostic Inventory

**You are getting ready to begin a helpful process of uncovering a unique facet of the way people make decisions. Successfit has been specially developed to help you identify your Decision Making Preferences.**

**Successfit includes:**

- **A Diagnostic Inventory for Discovering Your Decision Making Preferences**
- **A Clear Explanation of Each Decision Making Preference**
- **Suggestions for Developing and Maximizing Your Preferences**
- **How to Recognize and Appreciate the Differences in Others' Preferences**

When we encounter a task that needs to be done, or when we participate in an enterprise, we often think of job titles and responsibilities. This inventory will help you take a step back and think in broader terms as you discover those decision making preferences that are motivating for you and others as you fulfill your responsibilities.

Ralph C. Ennis

# ***What Are Decision Making Preferences?***

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**W**e all develop patterns or preferences for making decisions. Often we don't think about those preferences, we simply make decisions.

This diagnostic inventory will help you discover your preferences both when under stress and when not.

These preferences are based upon the logical reasoning of our intellect as well as the logic of our emotions and our imagined outcomes from the decisions. Together our intellect and emotions work in concert to guide us in decision making for our imagined outcomes (desired goals).



Sometimes we make decisions that a few days later are beyond our own understanding. This is usually due to strong emotional factors within our decision making process.

This inventory will help you identify your logic of intellect and logic of emotion as you make both ordinary daily decisions and decisions under stress.

## ***How Can Understanding My Decision Making Preferences Benefit Me?***

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There are three benefits, in particular, to learning more about your Decision Making Preferences. By discovering your Decision Making Preferences:

**1.** *You will know which decisions energize you and which ones deplete you.*



**2.** *You will know how to evaluate, on a knowledgeable basis, the decisions before you. It will become more apparent which decision making preferences are predominate in your daily decisions.*

**3.** *You will have a basis for appreciating others' decision making preferences. Sometimes it is as important to recognize what you cannot do as it is to know what you can do. This knowledge can be an invaluable resource to you when working with a team making decisions.*

# **HOW TO TAKE THIS DIAGNOSTIC INVENTORY**

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**1.** *This is NOT a test! There are no right or wrong answers. This is an inventory to help you identify your possible Decision Making Preferences.*

**2.** *Determine the validity of each of the statements on the next page from your point of view.*

**3.** *Use the scale below to **assign a number from 1 to 5** to your response.*

**4.** *Place the number in the box at the end of each statement.*

**5.** *Do not take an excessive amount of time reasoning out your response; simply give your first impression. NOTE: If your current life situation takes you outside of what you perceive to be your normal mode of functioning (e.g. temporary schooling), then rate yourself as you would normally function.*

## **SCALE for all statements**

**1 - NEVER true of me**

**2 - SOMETIMES true of me**

**3 – TRUE about half of the time**

**4 – USUALLY true of me**

**5 - ALWAYS true of me**

1=Never 2=Sometimes 3=Half of the time 4=Usually 5=Always

**Statements**

- 1 I see myself as a very trusting person.
- 2 I think fear is an appropriate reason for not doing something.
- 3 I think others should honor me for who I am and/or for what I've done.
- 4 I do not deserve to be loved by others.
- 5 I think freedom is a high ideal to be pursued.
- 6 I think some restrictions are very positive for me.
- 7 The facts of a matter are very important to me.
- 8 Impressions are very important to me.
- 9 I think about what is morally good to do in a situation.
- 10 I think evil is present around and/or within me.
- 11 I think about power and benefit.
- 12 I think being powerless in situations is OK.
- 13 It is important to me what people think about me.
- 14 I think meanings are the essence of life.
- 15 I have clear goals for success in life.
- 16 It is important to me that people don't think badly of me.
- 17 I think life is mostly meaningless.
- 18 I think about how to survive in life.
- 19 I am trusting of others.
- 20 I have a sense of caution when making decisions.
- 21 I desire to be respected.
- 22 I feel ashamed.
- 23 I long to be free.
- 24 I feel I'm restricted in some sense.
- 25 I feel I cannot make a decision until I have examined all the facts.
- 26 Facts are not very reliable so I don't feel I should waste time collecting them.
- 27 I feel that goodness is a quality to be pursued.

Ratings
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**1=Never 2=Sometimes 3=Half of the time 4=Usually 5=Always**

28	I feel that evil is a quality we all share to some degree.	28
29	I feel that we all should strive to be more powerful.	29
30	I feel that powerlessness can be very positive.	30
31	I feel my identity is very important to me.	31
32	I feel searching for meanings is highly relevant to my life.	32
33	Feeling successful is very important to me.	33
34	I feel bad when people think badly of me.	34
35	I feel life is meaningless.	35
36	I feel I am just surviving in life.	36
37	I trust people.	37
38	I act out of fear.	38
39	I enjoy receiving honor due me.	39
40	I act like I am inferior around my friends.	40
41	Personal freedom is worth suffering for.	41
42	I fulfill my obligations to make me a better person later in life.	42
43	I take time to get appropriate facts before making a decision.	43
44	I rely on my impressions when making decisions.	44
45	I strive to be a morally good person.	45
46	I explore my 'evil side' in order to be fully human.	46
47	I strive to be a powerful person.	47
48	I experience powerlessness as positive in order to become fully human.	48
49	I deal with the question "Who am I?"	49
50	I seek to do things that give meanings in life to me.	50
51	I work diligently to succeed in life.	51
52	I avoid anything that would make others think badly about me.	52
53	I manage life though I believe it is meaningless.	53
54	I struggle to survive in life.	54

1=Never 2=Sometimes 3=Half of the time 4=Usually 5=Always

***Please answer the following questions as you think about yourself  
UNDER STRESSFUL SITUATIONS.***

55	When under stress I feel that I can trust the people around me.	55
56	When under stress I have a sense of caution when making decisions.	56
57	When under stress I feel a need to be respected.	57
58	When under stress I feel ashamed.	58
59	When under stress I long to be free.	59
60	When under stress I feel like I'm restricted in some sense.	60
61	When under stress the facts of a matter are very important to me.	61
62	When under stress impressions are very important to me.	62
63	When under stress I think about moral goodness around me.	63
64	When under stress I think about evil around and/or within me.	64
65	When under stress I think about power and benefit.	65
66	When under stress I think being powerless is OK.	66
67	When under stress I do things so people see me the way I want to be perceived.	67
68	When under stress I take time to try to figure out "what is the meaning of all this?"	68
69	When under stress I try new ways to succeed in life.	69
70	When under stress it is important to me that people don't think badly of me.	70
71	When under stress I think life is mostly meaningless.	71
72	When under stress I think about how to survive in life.	72
73	When under stress I feel that I am a very trusting person.	73
74	When under stress I am afraid of making decisions.	74
75	When under stress I feel others should honor me for who I am and/or for what I've done.	75
76	When under stress I feel inferior around my friends.	76
77	When under stress I feel freedom is a high ideal to be pursued.	77
78	When under stress I feel restrictions are very positive for me.	78



**1=Never 2=Sometimes 3=Half of the time 4=Usually 5=Always**

79	When under stress I think getting appropriate facts before making a decision is very important.	79
80	When under stress I think my impressions are adequate for making decisions.	80
81	When under stress I believe goodness is a quality to be pursued.	81
82	When under stress I believe evil is a quality that has positive benefits.	82
83	When under stress I believe we all should strive to be more powerful.	83
84	When under stress I think powerlessness can be very positive.	84
85	When under stress I seek to maintain a good image.	85
86	When under stress I delay making decisions until I understand the meaning of things.	86
87	When under stress I fight to reach my goals for success.	87
88	When under stress I feel bad when people think badly of me.	88
89	When under stress I feel life is meaningless.	89
90	When under stress I feel I am just surviving in life.	90
91	When under stress I am trusting of others.	91
92	When under stress I am afraid of making decisions.	92
93	When under stress I feel I deserve my fair share of glory.	93
94	When under stress I feel I do not deserve to be loved by others.	94
95	When under stress I feel personal freedom is an ideal worth suffering for.	95
96	When under stress I feel that sometimes being in bondage can help make me a better person later in life.	96
97	When under stress I believe I must take time to sort through the facts of the situation.	97
98	When under stress 'facts' are very unreliable so I don't think I should waste time collecting them.	98
99	When under stress I believe we all must strive with great effort for goodness.	99
100	When under stress I believe we should all explore the depths of our 'dark sides' in order to be fully human.	100
101	When under stress I believe becoming a powerful person is very important.	101

**1=Never 2=Sometimes 3=Half of the time 4=Usually 5=Always**

102 When under stress I believe we all should experience powerlessness in order to become fully human.

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103 When under stress I remember who am I and act accordingly.

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104 When under stress I keep going because I feel life is meaningful.

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105 When under stress I fight to survive.

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106 When under stress I avoid anything that would make others think badly of me.

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107 When under stress I manage life though I believe it is meaningless.

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108 When under stress I struggle to survive in life.

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**TRANSFER YOUR SCORES TO THE SCORING SHEET LOCATED IN THE BACK**

# Decision Making Preference Summary Sheet

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Referring to your scoring sheet, list your scores above each pair of preferences. Some of your preferences may have the same score. Remember there are no right or wrong scores ...just your preferences!

14		10
Trust	▲	Fear

## Decision Making In Non-Stress Situations

### Logic of Emotion

Trust	▲	Fear
Honor	▲	Shame
Freedom	▲	Bonding

### Logic of Intellect

Accuracy	▲	Intuitive
Good	▲	Evil
Power	▲	Powerlessness

### Imagined Outcomes

Desired Identity	▲	Undesired Identity
Meaning	▲	Meaninglessness
Thriving	▲	Surviving

## Decision Making Under Stress

### Logic of Emotion

Trust	▲	Fear
Honor	▲	Shame
Freedom	▲	Bonding

### Logic of Intellect

Accuracy	▲	Intuitive
Good	▲	Evil
Power	▲	Powerlessness

### Imagined Outcomes

Desired Identity	▲	Undesired Identity
Meaning	▲	Meaninglessness
Thriving	▲	Surviving

Circle the highest score for each pair (if a tie, circle both preferences.) Now return to each broader category (e.g. logic of emotion) and double circle your highest preference.

### Logic of Emotion

<b>15</b>		9
Trust	▲	Fear
12		12
Honor	▲	Shame
<b>15</b>		7
Freedom	▲	Bonding

# ***Your Conclusions!***

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Now refer to the detailed descriptions on the next page and following in order to get a better understanding of your decision making preferences.

In the space below, write out your conclusions regarding your Decision Making Preferences. Use both your Diagnostic Inventory results and the Descriptions of Preferences (following) to determine what your Decision Making Preferences are. Keep the following factors in mind:

1. We all use each of the preferences some degree. However, only some are dominate preferences.
2. Close scores may indicate that you are motivated in more than one of the options. List more if this seems to be true for you.
3. Seek other people's opinions. Ask mature friends who know you well and will speak honestly. They may have helpful insights that may confirm your Decision Making Preferences.

***I believe my strongest Decision Making Preferences in NON-STRESS situations are...***

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***I believe my strongest Decision Making Preferences under STRESSFUL situations are...***

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# ***Descriptions of Preferences***

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*(Alphabetically Listed)*

Now that you have finished an inventory of your Decision Making Preferences, you may want to learn more about what characterizes each pattern and what developmental opportunities you can pursue.

Each pattern is described in generic language so that the descriptions and suggestions can be applied to many situations. It is important to remember that you have preferences in each of the patterns but only some are truly motivating for you.

## **Accuracy Preference**

Accuracy is concerned with verifiable facts. In order to make a reasonable decision many people need to know the facts of the matter. These facts are more than impressions. They are details and/or concepts that are recognizable by others as certainties. For instance, when purchasing a new piece of clothing, some people need to know the facts regarding the type of material – how long does it last, is it easily washed, do the colors fade, etc.

The strength of this preference is a desire for certainty. With accurate facts, a person will make decisions that are consistent with the data. The weakness of this preference is that in many situations accurate facts either are not obtainable or are incomplete. For instance, what are the facts concerning a new type of clothing? Or the facts concerning the performance of a business? Past performance does not ensure future performance. What facts are most relevant?

As you develop as a decision maker, consider how valuable the facts are. Are they accurate and applicable to new situations? Can one know with certainty that these are the most applicable facts?

## **Bonding Preference**

This preference considers the possibility of forming bonds when making

decisions. “Will I be bound to something or someone?” “Will this decision restrict my freedom?” “Will I be obligated to someone?” For instance, “If I choose to take a particular job, will that lead to bondage to the demands of the job?” “If I choose to be this person’s friend, will I be bound to him in a way I do not wish to be?”

The strength of this preference is the consideration of obligation in the short term and long term. For instance, when one purchases a pet dog, this preference would consider the long-term impact the dog will have on one’s lifestyle. The weakness of the Bonding Preference is the resistance to make decisions that puts one in a place of obligation. Obligations may be very helpful in one’s development.

To develop in this preference one needs to acknowledge that bondage can imply helpful obligations or unhelpful obligations. Making decisions with bondings in mind can help one stick to the commitments entailed in those decisions.

## **Desired Identity Preference**

The Desired Identity Preference refers to an imagined outcome of decision making. This preference asks such questions as, “How will this decision impact the way people view who I am?” “If I say yes, how will I feel about who I am?”

The core issue is that we manage our identity through the decisions we make in order to maximize our desired identity.

The strength of this preference is that the person understands the need for self-concept and public identity. The weakness is that the person can become over-focused on their identity. They can be self-absorbed, leading to a heightened consciousness that may result in poor decision making.

To develop this Desired Identity Preference one can actively process his or her desired identities. "Who are the people I truly admire?" Many times we don't think about our identities in such a structured manner but this exercise can be helpful.

### **Evil Preference**

A preference of evil refers to considering the presence of evil within or around oneself. It is a worldview that recognizes that evil exists. It reasons that everyone has the capacity to do evil. It is a sensitivity to evil in a system. "What evil needs to be dealt with in this situation?" "What evil is in my own psyche?"

The strength of this preference is the ability to see evil as a personal and societal problem. This sensitivity acknowledges the brutality of wars and conflicts and sees that these are options for the future. The weakness of this preference is an obsession with evil. Everything can become an evil influence. Everything can become dominated by a conspiracy of evil.

To develop in this way of decision making one must become sensitive to the evil around and within them. The ability of the human race to inflict evil is historical and it occurs daily. Seeing evil in society and oneself can improve one's decision making.

### **Fear Preference**

The preference of fear in decision making is to take a suspicious position. "What might go wrong here?" "Who might get hurt?" "What is the worst that can happen in this situation?" "How can I avoid more pain?" These are the questions of one who emotionally reasons with fear.

The strength of the preference is in avoiding a crisis. Many problems can be avoided by simply asking what might go wrong and making appropriate adjustments. The weakness of a Fear Preference is avoiding risk. New ideas are usually not acted upon due to fear of the consequences.

To develop in the Fear Preference one needs to consider the possible short and long term negative consequences of a decision. This perspective can add balance to one's decision making.

### **Freedom Preference**

To pursue freedom is to reason with the emotion of feeling free. "How can I feel more alive?" "How can I feel free?" "How can I avoid being trapped?" People who highly value personal freedom reason with such questions. Likewise, societal freedom can dominate one's decisions. "Will others feel more freedom?" "How can I ensure my friends are free?" "If it feels like freedom, one should do it." For instance, "If I buy this car, will I feel freer to travel and does this offset any lack of freedom I have in my finances?"

The strength of this preference is a sensitivity to freedom in oneself and in others. This sensitivity can help people grow to be all they can be. The weakness of this preference for freedom is that freedom for its own sake can lead to personal license. We can disregard the freedom of others in order to pursue our own freedom at their expense.

To develop this preference one needs to consider the impact of a decision in regard to freedom – one’s own freedom and the freedom of others. Balancing these issues of freedom is the challenge for those wishing to develop their freedom preference.

### **Good Preference**

The Good Preference is a moral logic. “What is morally good in this situation?” “How can I maintain high moral standards?” “How can we as a people develop a moral society?” These and other questions dominate the reasoning of those with the Good Preference.

The strength of this preference is good intentions. The problems of humanity, both personally and corporately, are often moral problems. To consider morality is an attempt at helping the human condition. Wars can be avoided. Domestic disputes can be stopped. Lying, stealing, killing can be eliminated.

The weakness of this preference is moralizing. Everything becomes a moral issue. Then the question of morality becomes, “Whose morality?” – who gets to decide what is right and wrong? Legalism can become a way of life.

In order to develop in this preference one needs to carefully consider, “What are my moral standards?” “What standards do I hold others to and what standards do I live by?” “When is justice needed and when is mercy the appropriate response to injustice?”

### **Honor Preference**

The Honor Preference is a decision making pattern of seeking to show honor to others and/or to be honored by others. Other words for honor are respect, glory and face. “Who is the person of highest honor in this situation?” “Do people respect me?” “How can I honor another person?”

These are the questions of a person with the Honor Preference.

The strength of the Honor Preference is the ability to perceive and honor those in authority and the ability to give honor to people both for who they are and for what they have done. Honor is assumed rather than earned. The weakness of the Honor Preference is the lack of sensitivity to show honor or to desire honor. Likewise the drive to pursue personal honor or glory can also be a weakness.

To develop the Honor Preference, one needs to become more sensitive to the personal needs for honor, respect and glory that people have, including oneself.

### **Intuitive Preference**

Intuitions are often the means by which people make decisions as opposed to accurate facts. For instance, many people buy furniture for reasons that are obscure. They don’t research all the facts. They go with their impressions. This intuitive decision making is usually quicker than gathering facts.

The strength of the Intuitive Preference lies in the amount of time making a decision eats up. It takes much less time to have an impression than to gather facts. And often these initial intuitions lead to decisions that in the long run are very acceptable. The weakness is that first impulses may lead to undesirable consequences later.

As you develop as a decision maker, seek to learn when intuitions are sufficient and when one needs to delay a decision in order to gather more facts.

### **Meaning Preference**

When a person has a preference of meaning, it indicates that she is seeking a sense of purpose, integration and meaning in her life as she makes



decisions. “Why am I alive?” “What is my purpose in life?” “What is the meaning of life?” “How can I integrate the various experiences of my life to make sense of it?” These are some of the questions raised by someone with a Meaning Preference.

The strength of this preference is the ability to search out the broader, global questions of life. The weakness is that one can get bogged down in daily decision making when addressing such deeper questions.

To develop in this area, one should ask global questions in life and persevere to find satisfying answers.

### **Meaninglessness Preference**

When a person has a decision making preference of Meaninglessness, he or she sees life or various aspects of life as non-understandable to them. Statements such as “I don’t understand why people suffer in life” “I see no meaning to what happened” “I can’t control life by my own understanding of its meaning.”

The strength of this preference is a recognition that life is too big for any one of us to understand entirely. The weakness is that meaninglessness can turn into hopelessness, despondency or not caring about the consequences of one’s decisions.

To develop this preference a person can consider all the events in life they have little control over and little understanding of.

### **Power Preference**

“Will this decision enhance my personal power?” “How can I enhance the power of others?” These are the concerns of one with a Power Preference in decision making. For instance, as a person decides who his friends will be, a preference for power will lead him to

ask, “Is this person one who will help me get to where I want to go? How can they benefit me?”

The strength of this preference is that benefits of a decision are always considered. If the power benefits over the long term are considered then more satisfying decisions usually are made. The weakness of the Power Preference is seen when one doesn’t consider the long-term consequences of a decision and settles for short-term power enhancements. When this occurs undesirable consequences may result. In order to develop this preference, one needs to consider the impact of power on a decision. Who will gain power? Who will be empowered by a decision? Also the short-term and long-term consequences of power should be considered.

### **Powerlessness Preference**

To reason with the Powerlessness Preference is to consciously choose to take the position of empowering another at your own expense. This is often the case when dealing with a child. The adult may choose to lose a game so the child can grow in confidence. Often for the sake of others, we make decisions of sacrifice that place us temporarily in the powerless position. This sacrifice, though, can lead to long-term benefit for everyone.

The strength of this preference is that it allows for others to be empowered at your own expense. The weakness is that one’s personal power may be impaired without really benefiting another.

To develop this preference, one needs to consider, “Who will benefit from my choice not to pursue power?” “How much will they benefit?” “How much will I benefit by this sacrifice?”

### **Shame Preference**

Some people make decisions from a Shame Preference. This perspective asks such questions as “How can I keep from being embarrassed in this situation?” “How can I embarrass another to get them to behave?” “How can I keep another from losing face in this situation?” “I don’t deserve this much attention or honor, do I?”

The strength of this emotional reasoning is that one sees the possibility of embarrassing or shaming oneself or others socially. This ability can help shape social engagements. The weakness is that sometimes shaming can be used as a weapon to get one’s way. Also, an over sensitivity to shame can keep one from resolving interpersonal issues.

To develop this decision making preference, a person needs to consider, “Who stands to lose face in this situation?” Developing this sensitivity will help you in relating to a broad range of people.

### **Surviving Preference**

The Surviving Preference refers to getting by in life, making the minimums to survive. People have different benchmarks for what surviving means to them. Often the questions someone with this preference deals with are “how can I make it till my next paycheck?” How can I provide the basic necessities in life for myself and my family?” “how can I make it through today?”

The strength of this preference is the focus on meeting basic requirements for living. The weakness may be that one could achieve more if one focused on more than surviving.

To develop in this outcome preference, a person can actively delineate the minimums for living then assess one’s

current progress. This assessment can bring a sense of balance as to what is necessary for surviving in life.

### **Thriving Preference**

The Thriving Preference refers to succeeding in life. People make decisions in order to ensure and enhance living conditions in their individual situations. “How can I succeed?” “How can I get ahead in life?”

The strength of this preference is the focus on being successful – however the individual imagines success. The weakness is that success is often defined in very narrow terms, such as when it depends only on a particular job or paycheck.

To develop in this outcome preference, one can actively pursue expanding their definition of success in a way that embraces many different broad areas of life.

### **Trust Preference**

Some people have a high preference for trusting others in decision making. Their initial response may be to trust a friend, an authority figure, or a fellow worker. They believe people are basically trustworthy and give almost everyone the benefit of the doubt.

The strength of this preference is the type of relationships to which it can lead. Usually such trust engenders deepening relationships and loyalties – even when loyalties should be questioned, which is the weakness of this preference. Trust can turn to undeserved trust.

To develop this preference, one needs to place oneself in a position that requires trust. This may be a team building exercise or risking a relationship that requires trust.

### **Undesired Identity Preference**

"I don't want others to think about me in a negative light." "I don't want to be like that person." These are the concerns of a person with a decision making preference of Undesired Identity.

The strength of this preference is to manage who we don't want to become. We all have images of what we do not want to become. These images may include people of ill repute, family members we don't admire, public figures who have brought shame on themselves and others by their actions.

The strength of this preference is the ability to "not go there" to "not become that." The weakness is that this avoidance can become a fixation and we don't decide what we do want to become.

To develop this Undesired Identity Preference think about some of the people you don't want to become like and determine why you wish to avoid this identity.

# ***Further Application of Your Decision Making Preferences***

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## **1. *Make Better Decisions***

The information age has created a decision making crisis. How much information is enough to make a decision? Often we can become locked into only one way of looking at problems and opportunities before us. Knowing your decision making preferences can help you make faster, wiser decisions.

## **2. *Deepen Relationships***

Sometimes others make decisions that we just don't understand. Maybe it is because their strongest decision making preference is our least preferred! Understanding the differences can help us better understand the people around us and deepen our relationships with them.

## **3. *Solve Problems Together***

Working with others on a team requires making many decisions together. It is possible to develop a team preference for decision making if you can negotiate the decision making differences on the team. Understanding decision making preferences can help your team work more effectively by encouraging team members to defer to each other at appropriate times.



#### **4. Make Holistic Decisions**

Sometimes, let's face it, we are just poor decision makers. We all have our areas of weakness. Understanding your decision making preferences will help you both see alternative decision options and adjust your preference for the context of the decision.

#### **5. Resolve Conflict**

Many decisions are required to resolve any conflict. Understanding your decision making preferences and the preferences of others can help you negotiate these troubling conflicts.

#### **6. Persuade Others**

Persuading others is a part of life. Working on a team, living in a family, selling goods – all require a measure of persuasion.

Understanding decision making preferences can give you real tools for persuading others in a manner that best suits their decision making preferences.



#### **7. Better Understanding People of Other Cultures**

Each culture has different patterns for making decisions. Understanding your own preference is the first step in being able to understand the decision making preferences of people from other cultures. This knowledge is increasingly valuable within our global community.

# Common Questions

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## 1. Can I change my decision making preferences?

Yes, you can change your decision making preferences. However, it usually takes time. Our patterns come with use and they are wrapped in values we hold very dear. These things do change over time, as do our decision making preferences.

## 2. Is it possible to have more than one major decision making preferences?

Yes, in fact most people use all the preferences to some degree. Some are predominate, but usually all come to play to some degree in the decisions we make.

## 3. Which preference is best?

There is no best decision making preference. However, under certain circumstances one preference may have more satisfactory outcomes than others. For instance, decisions made by a surgeon are usually best made by viewing accurate facts rather than the consideration of honor or shame.



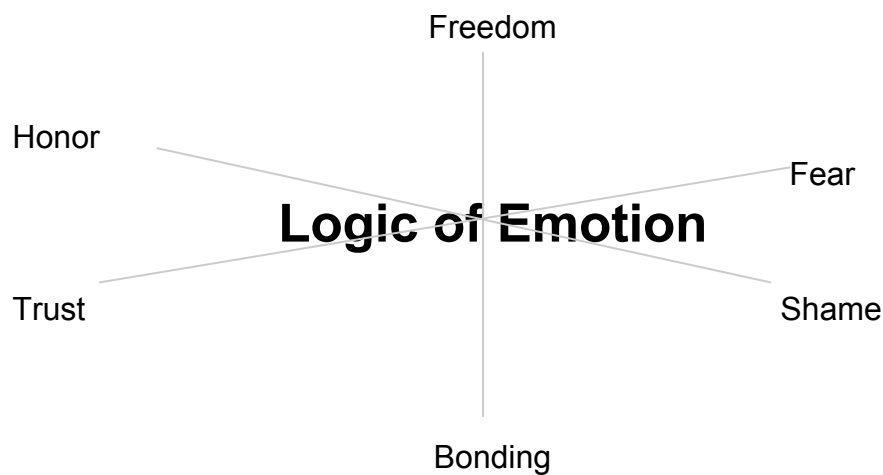
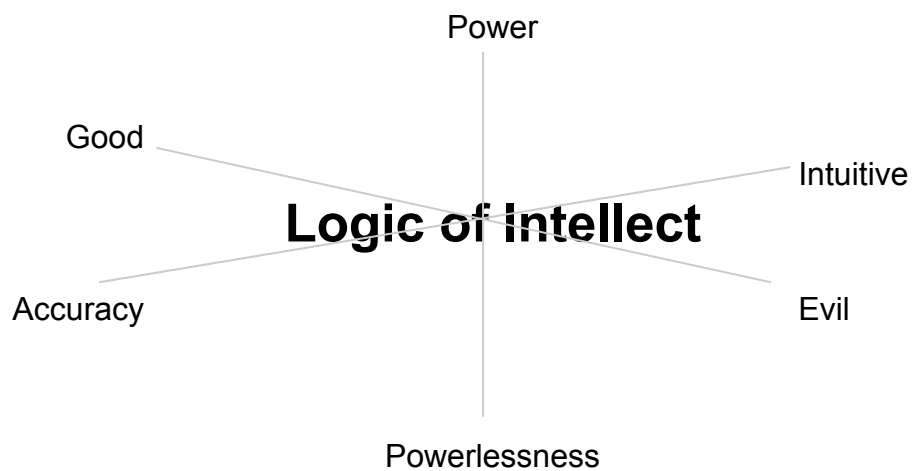
## 4. Why do my decision making preferences change so much when I am under stress?

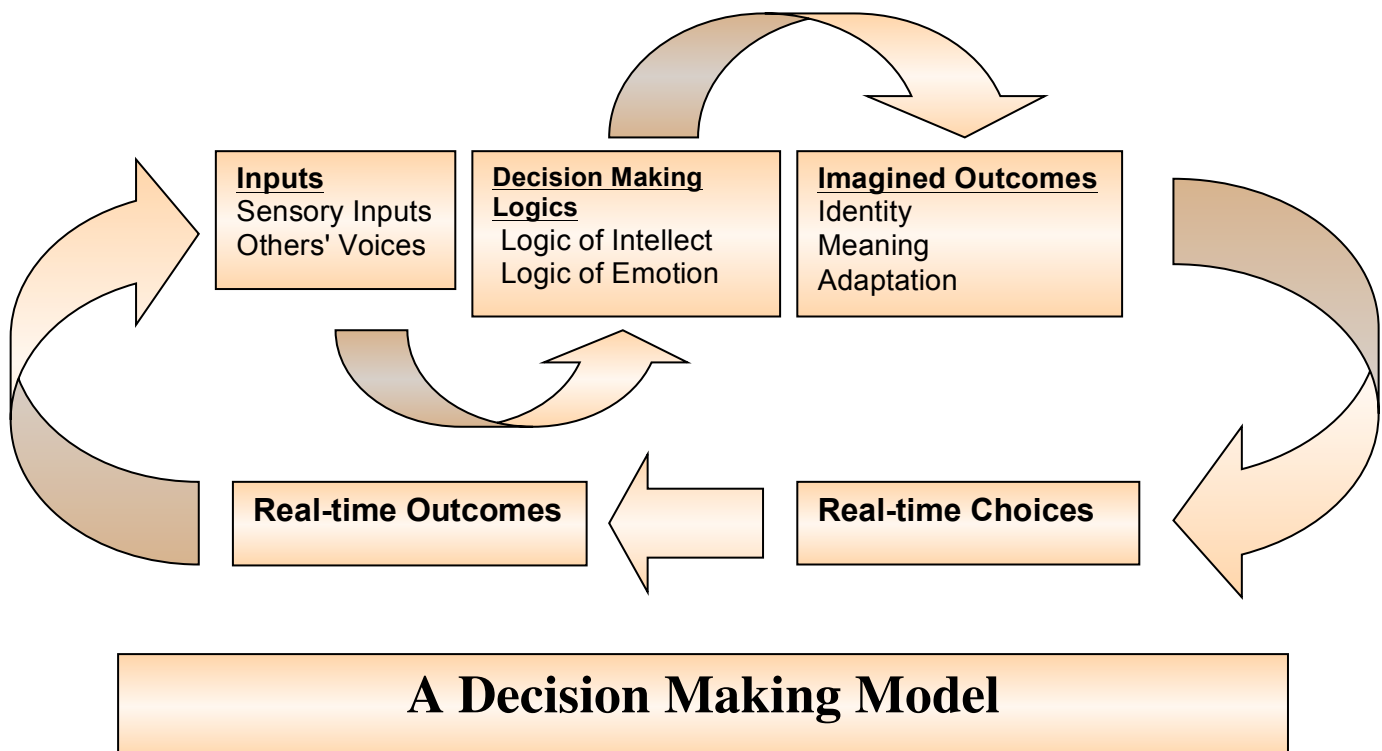
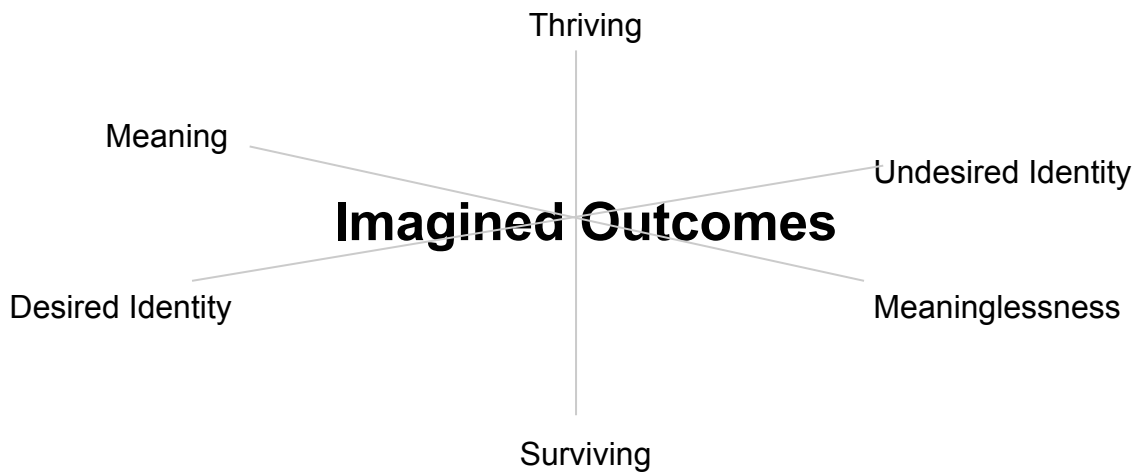
Decision making while under stress is substantially different from non-stressful decision making. We all develop ways of handling stress. Recognizing your pattern under stress can help you to evaluate it when you are not under stress and to adjust it as you see fit.

# ***More About Decision Making***

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Below are several diagrams that can help us view the dynamics of decision making. The first three show the logic intellect, the logic of emotion and imagined outcomes on 3-D axes. The advantage of this depiction is that it allows us to see how all the axis interact. We can all overlap each of the 3 sets of axes for further understanding of the interplay between axes. The last diagram places decision making as a cyclical process.







## Ordering Information

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Additional copies of this diagnostic inventory and other materials are available through:

**LEAD Consulting**

P.O. Box 32026

Raleigh, NC 27622 USA

Phone 919-783-0354

Also available:

**Successfit: A Primary Roles Diagnostic Inventory**

**Successfit: A Motivated Patterns Diagnostic Inventory**

**Successfit: A Workplace Values Diagnostic Inventory**

**Successfit: A Job Roles Analysis**

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# SCORING SHEET

## Instructions for Tabulating Your Results

1. Place your responses to questions 1-108 in the **appropriate boxes**.
2. Add up the horizontal rows of responses and place the sum in the **Total** column.
3. Transfer your results to the appropriate spaces on **page 10**.

NON-STRESS PREFERENCE	Total	Scores		
Trust	1	19	37	
Fear	2	20	38	
Honor	3	21	39	
Shame	4	22	40	
Freedom	5	23	41	
Bonding	6	24	42	
Accuracy	7	25	43	
Intuitive	8	26	44	
Good	9	27	45	
Evil	10	28	46	
Power	11	29	47	
Powerlessness	12	30	48	
Desired Identity	13	31	49	
Meaning	14	32	50	
Thriving	15	33	51	
Undesired Identity	16	34	52	
Meaninglessness	17	35	53	
Surviving	18	36	54	

PREFERENCE UNDER STRESS	Total	Scores		
Trust	55	73	91	
Fear	56	74	92	
Honor	57	75	93	
Shame	58	76	94	
Freedom	59	77	95	
Bonding	60	78	96	
Accuracy	61	79	97	
Intuitive	62	80	98	
Good	63	81	99	
Evil	64	82	100	
Power	65	83	101	
Powerlessness	66	84	102	
Desired Identity	67	85	103	
Meaning	68	86	104	
Thriving	69	87	105	
Undesired Identity	70	88	106	
Meaninglessness	71	89	107	
Surviving	72	90	108	