

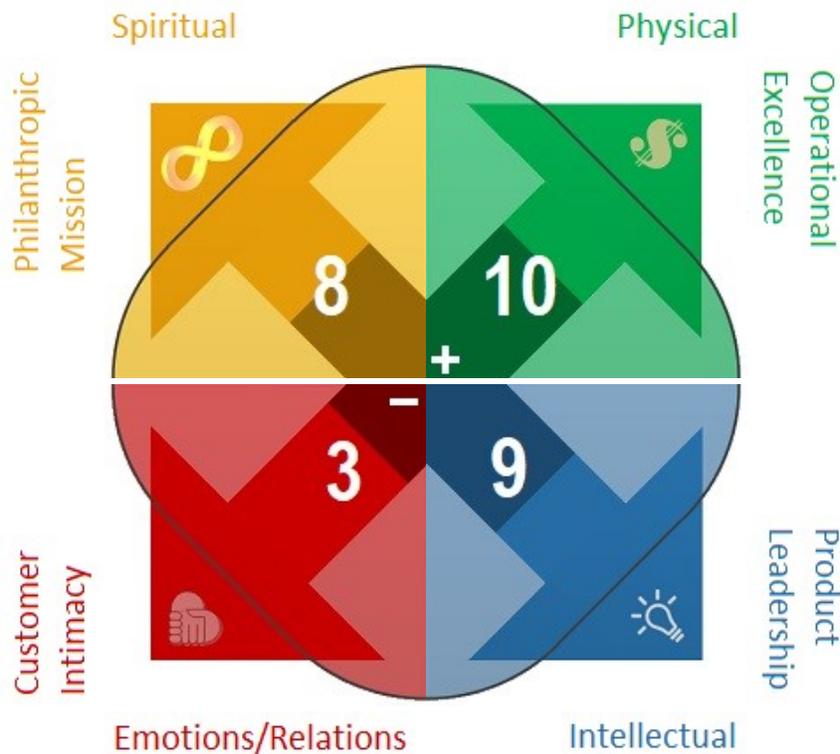


Strategic Focus Alignment - Personal Domain Assessment Results

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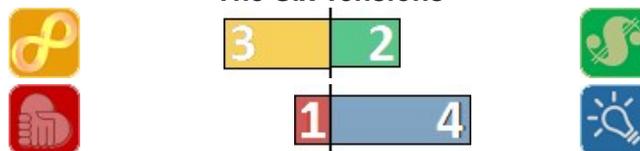
John Doe (john.doe@fake-email.com)
 Company: **Lumberjacks-R-Us** Role: **Chief Lumberjacking Officer** RefCode: **J834QA**

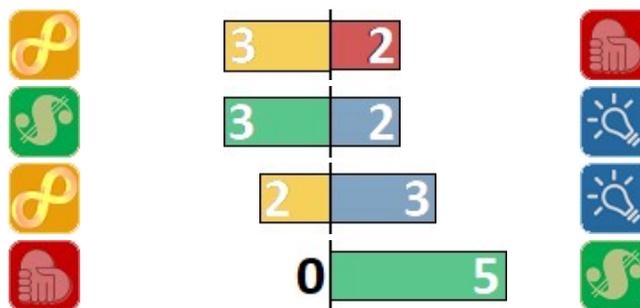
Each of your four personal domains are scored below.
 The higher the number, the more emphasis/focus you place on that domain.
 A plus in any quadrant indicates that your score was above the normal range for the general population.
 A minus indicates the opposite.



Your top Personal Domain is:
Physical (emphatically)
 Your most natural Value Discipline(s) is:
Operational Excellence (emphatically)

The Six Tensions





Qualitative Explanation of Results

Everyone has four 'Domains of Functioning' and Six Tensions within them. There are over 46,000 possible unique mixtures of the Six Tensions and over 2400 possible mixtures of the four Domains. All of that nuance, at depth, helps to describe why each of us unique.

Overall, your scores roll up to these main four numbers:

normal range

- 10
Physical: Things and the means to acquire them
Above: 5.7 to 9.3
- 9
Intellectual: Ideas and the power to make them reality
within: 5.2 to 9.6
- 3
Emotional/Relational: People/Relationships and the affection for and from them
Below: 5 to 10.1
- 8
Spiritual: Striving for meaning & significance
within: 5.8 to 9.3

The Personal Domains Explained:

All of us live in all four Personal Domains, everyday. But for each of us, there is a ranked priority of these Domains in importance, focus, and energy. The immediately following section explains each domain in a general sense, then the next section elaborates on any notes that are unique to your profile.

General Domain Descriptions:



The **Physical [P]** Personal Domain is about things and the means to acquire them. It's about processes, efficiencies and outputs. This personal domain is about the real world. It's about time and the other three dimensions.

People with this domain as dominant see the world through four-dimensional eyes. They are interested in reality; what they can see and touch. They are also keenly aware of the *process(es)* associated with their physical realm - meaning - *how* they go about securing the real world and how the real world *works*. People with this domain as dominant are often interested in, and good at, taking things apart and reassembling

them; sometimes better than they were before.

Those with this as their dominant domain and who lead organizations: the results, the internal processes that generate those results, the physical assets of their organization, how they are used, and more. These things are both the means to the ends and the ends in themselves.



The **Intellectual [I]** Personal Domain is about ideas and the power to turn those ideas into reality. It's about seeking knowledge for its own sake, and for what that knowledge can yield.

People with domain as dominant see their world through what it can be, more than what it already is. These people are interested in creating the future. They are adept at abstract thought and models. Blazing trails is a common thing with those with this domain as dominant.

Those with this as their dominant domain and who lead organizations: are innovators, futurists, fast-movers, creators and analysts.



The **Emotional/Relational [ER]** Personal Domain is about people and relationships. It's about the affection and esteem for others, and from others. For those with this domain as dominant, having lots or relationships of some level of consequence, or a few relationships of great consequence, or somewhere in between, doesn't matter as long as there is a lot of relational energy around them. In relationships, there is security.

Those with this domain as dominant see the world through other people; their wants, needs, hopes, disappointments, achievements - in short - whatever is important to the person they are with - is important to them. And they desire this same quality from those that matter to them.

Those with this as their dominant domain and who lead organizations: can be charismatic leaders, caring managers, enthusiastic customer advocates, and more, because they are focused on the people in their organization and the people that organization serves.



The **Spiritual [S]** Personal Domain is about adherence to your belief system; whatever system that might be. It is also about the search for meaning and significance that flows from that belief system, and informs it. This personal domain is about seeing everything in the larger contexts of:

- significance more than success
- meaning more than money
- fidelity more than fame
- importance more than innovation

People with this domain as dominant believe in things bigger than themselves. They have single-mindedness of mission and purpose... whatever they deem that mission and purpose to be. They search for the deeper meaning of everything they do, think and feel.

Those with this as their dominant domain and who lead organizations: their organization, the mission, the people and customers it serves, are all seen through the lens of meaning and significance.

Specific notes in my case:



Your top domain is the **Physical** domain. This means the world you *most* live in is the physical world. It doesn't mean you don't live in the other three worlds, just less than this one.



Your score for the **Physical** Domain was *above* the mean of the bell-curve by more than one standard of deviation. This means that, relative to the overall population, your score is *higher* than about 85% of the rest of the population. This shows an emphatic preference on your part.

People with this high a preference in the **Physical** domain may go on to secure great wealth and/or achieve great insight into how things work. However, when there is such an unusually strong preference, it usually signals an avoidance or neglect in one or more of the other domains. For example, if the **Emotional/Relational** domain is as avoidant as the **Physical** is preferential, you may tend to see people as things rather than people, or to subordinate them in the pursuit of things.



Your score for the **Emotional/Relational** Domain was *below* the mean of the bell-curve by more than one standard of deviation. This means that, relative to the overall population, your score is *lower* than about 83.5-99% of the rest of the population. This doesn't mean, necessarily, that you avoid or resist this domain, but it does mean that relative to the rest of the population, nine out of ten people focus on it more than you do.

Such a score suggests that you, given a choice between a decision or action between people/relationships and the other three domains, you often choose the other domain. It might be helpful here to look at your **Six Tensions** chart and see where you might have a 3:2, 4:1 or 5:0 preference that favors another domain. This does not mean that you are *broken* in some way, simply that collectively the other domains are more important to you than this one.

How does this apply to leading my organization?

Your domains are about your decision-making and action-taking which flow from six discrete sets of tensions.

The following elaborates on these six tensions and how you typically choose between them.

When making an organizational decision or taking an action that forces you to choose:



between the value disciplines of **Philanthropic Mission** vs. **Operational Excellence**, you will **sometimes** choose **Philanthropic Mission**.



between the value disciplines of **Customer Intimacy** vs. **Product Leadership**, you will **usually** choose **Product Leadership**.



between the value disciplines of **Philanthropic Mission** vs. **Customer Intimacy**, you will **sometimes** choose **Philanthropic Mission**.



between the value disciplines of **Operational Excellence** vs. **Product Leadership**, you will **sometimes** choose **Operational Excellence**.



between the value disciplines of **Philanthropic Mission** vs. **Product Leadership**, you will **sometimes** choose **Product Leadership**.



between the value disciplines of **Customer Intimacy** vs. **Operational Excellence**, you will **nearly always** choose **Operational Excellence**.

Organizations that lead their markets are ones that manifest all four of the value disciplines, but not equally. The best organizations choose one value discipline as their primary focus and then maintain a healthy and competitive level of focus on the other disciplines. Your Personal Domain ranking will naturally express itself with the same ranking of Value Disciplines. But it doesn't always end up that way for a lot of reasons. That is the point of Strategic Focus Alignment. It's about aligning you, your organization, the competition and the marketplace. The section immediately following briefly explains each of the value disciplines, then the section after that addresses any notes specific to your profile.

General Value Discipline Descriptions:



The leader who has a dominant personal domain of **Physical** will most naturally build an organization with a focus on the value discipline of **Operational Excellence [OE]**. For such companies, it's not that the product doesn't matter, or the customer doesn't matter, or the mission doesn't matter, it's just that the way the organization goes about doing business matters more.

Organizations that focus on **Operational Excellence** have a number of typical characteristics (partial list):

- Focus on internal processes / procedures
- Emphasis on making things efficient
- Maximize transaction values
- Narrow product line(s)
- Strong business expertise in chosen markets



When the organizational leader is driven primarily by the **Intellectual** personal domain, the natural tendency is for the leader to create a **Product Leadership [PL]** organization. For such organizations, innovating products is the central focus.

The primary characteristics of a **Product Leadership** organization include (partial list):

- First-mover, innovative, product introductions
- Higher than average R&D as a % of revenue
- Dynamic manufacturing configurations
- Higher than average product failure rates (risk-taking)
- Time-to-market is key



The organization who has a leader with **Emotional/Relational** as their primary personal domain, will most naturally focus on the value discipline of **Customer Intimacy [CI]**. The Customer Intimate organization is, clearly, focused on the customer. And, certainly, customer service is an aspect of the Customer Intimate organization. However, it is not the driving characteristic of such organizations.

The **Customer Intimate** organization exhibits the following characteristics (partial list) far more than mere good customer services:

- Customized solutions
- Anticipates customer needs
- Deep customer insights (data driven, human and systems gathered)
- Insights drive unique customer specific innovations



People for whom their primary personal domain is **Spiritual** most naturally lead organizations with the primary value discipline of **Philanthropic Mission [PM]**. The **Philanthropic Mission** organization is driven toward *meaning and significance* in the mission it pursues. This doesn't necessarily mean that the organization is a philanthropy. It could easily be a for-profit entity that is on a mission to reduce carbon emissions on the planet, by selling some tool or method that accomplishes the mission. While it makes a profit, employs people, serves customers, etc., those are icing on the cake. For these organizations, achieving a mission of meaning and significance is the cake. And doing it in a way that is consistent with the values of the belief system of the leader, is also important.

Characteristics that are typical of a **Philanthropic Mission** focused organization include (partial list):

- Mission is paramount
- Be true to self/values always
- Serve the greater good
- Sometimes, a disregard for all forms of cost

Specific notes in my case:



Your scores rank the **Physical [P]** domain at the top. This makes **Operational Excellence [OE]** your most natural value discipline. See the general descriptions above for more about this value discipline.



Since you scored above the population norm for the **Physical [P]** domain, this implies that your tendency to lead your organization with an **Operational Excellence [OE]** focus, could become more than just a tendency. The result of this can be an extremely well-run organization. It hums like a well-oiled and finely tuned clock.

However, leaders who score this high can concentrate so heavily on this value discipline that they ignore the others. While it is important to have a good value discipline focus, it is also necessary to keep the other value disciplines healthy. In this case, you may be so focused on internal processes and building your well-run clock that if you neglect, for example, your **Customer Intimacy** you may find you are losing customers. Or if you ignore your **Product Leadership** you may find your products are out of step with the needs of the market. You've got a well-oiled company - but no customers or products. Be careful to temper your unusually strong preference.



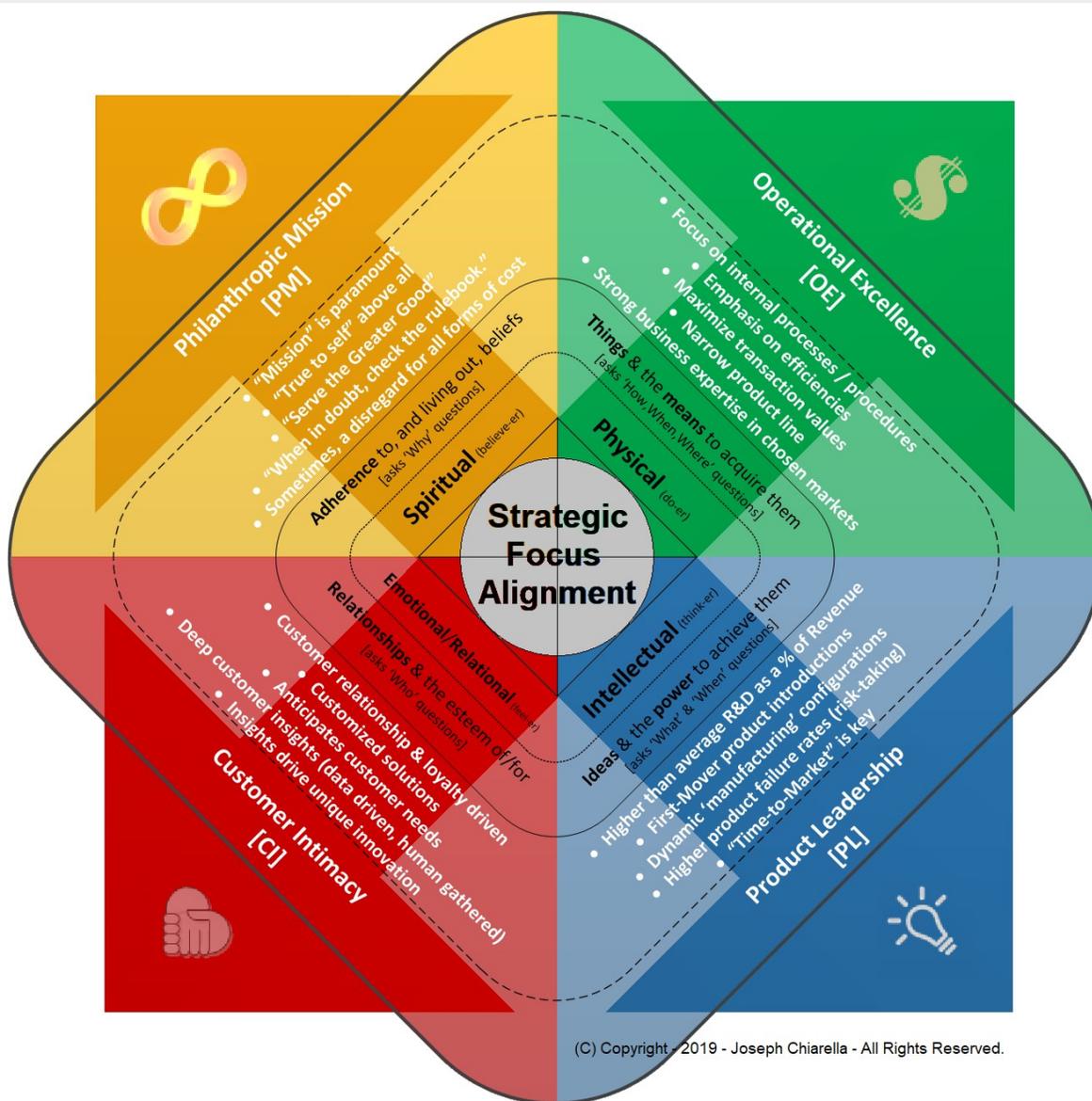
Since you scored outside the population norm for the **Emotional/Relational** domain, and on the low side suggesting an avoidance - this may cause you to neglect the **Customer Intimate [CI]** value discipline. Organizations that don't pay enough attention to their CI run the risk of losing customer loyalty and longevity.

You may consider finding, and hiring, an executive who can supplement your low score in this area with a high score of their own. However, be aware that your 'avoid' and their 'prefer' could lead to some difficult

differences of opinion on application of resources in your organization. When those times arrive, remember why you hired them!

The Strategic Focus Alignment Taxonomy

(Click the image to view fullsize)



Next Steps!

Strategic Focus Alignment (SFA) is about helping you build the best version of your company by aligning that with the best version of yourself. You begin this process by learning about your Personal

Domains of Functioning. These Personal Domains relate to your business Value Disciplines. Now you know your Personal Domains and how they translate to the Value Disciplines in your specific case.

The next step is to see the scores for the rest of your leadership team and then assess where your company actually is with its Value Disciplines, as well as your competition and the marketplace. Improving the alignment of all four layers can help you turn your company around if you are having trouble - or accelerate things if you are already making a killing in the market.

Wherever you are, SFA can help. [Contact Joe](#) today to get the full interpretation of your Personal Domains, and schedule the next step of assessing your Value Disciplines and your Alignment!

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For your reference and convenience, the following are your essay answers:

Most of the books I read are:

"Business, History and Biography"

The main purpose for being in business is:

"To serve our customers."

The three people I most admire are:

"John Doe, Sr.Mary DoeUncle Doe"

I get up and come to work because:

"It's just what I do."

When I'm struggling w/a business disagreement:

"Digging the boxing gloves out of the closet and starting the betting pool."

Define 'far better than i ever imagined':

"No idea."

The three largest issues facing my company are:

"Location, location, location."

I thought this questionnaire...:

"Awesome!"

Other Factors (for the assessment interpreter): FD ENFJP