

# TrendSpotters: The Moxie Coefficient

by Carol Haig, CPT, and Roger Addison, CPT, EdD

**Do you have moxie?** In our current financial climate, moxie may be just the leverage you need to make a difference in your organization's performance and in your career. Jim Hill, CPT, EdD, joins us this month to help us leverage our **Moxie Coefficient**. Jim, [info@proofpoint.net](mailto:info@proofpoint.net), is CEO of Proofpoint Systems, an organizational performance diagnostic software provider, past president of ISPI, and consistent innovative contributor to performance improvement. He adds the very timely Moxie Coefficient tool to the [TrendSpotters Open Toolkit](#) (TOT).

## Genesis of the Tool

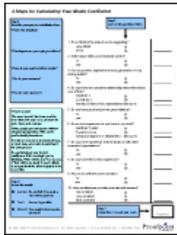
The Moxie Coefficient is a combination of Jim's research on executive confidence, attribution theory, and self-regulation, and the decision tools in the Proofpoint analysis and decision support software applications that assess stakeholder and sponsor backing and organizational readiness for change. The result is a simple assessment that helps people determine whether or not they are ready to strongly advocate for a project or program. That level of readiness is an indicator of one's personal level of confidence, or Moxie.

## Description of the Tool

The Moxie Coefficient is a 10-item assessment. There are four steps to complete it. The questions ask about the nature of the project followed by a number of self-assessment items. Totalling the answers leads to an appraisal of the situation and either advises caution or encourages going forward.

## How to Use the Tool

[Click here](#) to download the Moxie Assessment Sheet (PDF).



Jim advises that it is best to have a moderate level of confidence to ensure maximum effort. If we are under-confident, we think we are destined to fail and do not exert the necessary effort. If we are over-confident, we think success is inevitable, and since we are certain of the outcome, we do not prepare or work hard enough.

Many performance consultants find it challenging to get recognized by their executive team. We tend to be more tactical than strategic. The Moxie Coefficient can help us identify the strong points and vulnerabilities in our projects and understand our professional strengths and weaknesses, so when we present an idea or ask for executive support, we are more likely to get what we want.

Some ways to use the Moxie Coefficient:

- Assess your readiness to present a project or idea
- Determine your team's likelihood of success with a project or initiative
- Assess potential new hires or project team members

## Success Story

After looking at the Moxie Coefficient, you can probably name at least one co-worker who has moxie. At TrendSpotters Central, we immediately thought of a colleague of ours who exemplified the benefits of moxie to both the organization we worked for and to her own professional success. As an internal consultant, Ms. Moxie supported the performance improvement efforts of several field groups that included executives, managers, salespeople, frontline service workers, and technical specialists. They considered her an indispensable member of the team. Ms. Moxie succeeded by leveraging her:

- Previous work experience in the field
- Existing contacts including managers, supervisors, and co-workers
- Knowledge of the business in the geographical areas she supported
- Continuing interest in keeping up with new developments that affected her internal clients
- Community involvement in the market area
- Well-developed social and communication skills to build executive relationships
- Ability to assess situations against the internal political arena and provide strategic recommendations

## Advice to Users of The Moxie Coefficient

Using this tool is fun and informative. It is simple and quick, and makes a great conversation guide. Jim suggests using the Moxie Coefficient as a self-readiness check, a team tool in a staff meeting, or perhaps to guide a conversation with a project sponsor. Try using it as a bridge between a current tactical approach and a more strategic one.

## Links to the Performance Technology Landscape

The Moxie Coefficient supports these principles of performance technology:

- R** Focus on **Results**: Moxie helps you get the business and demonstrates your reliability.
- S** Take a **System** view: Moxie requires you to understand the organizational system: the work, worker, and workplace.
- V** Add **Value**: Moxie demonstrates that you can deliver and maximize your value to your organization, clients, and co-workers.
- P** Establish **Partnerships**: Moxie prepares you to partner for success.

## Application Exercise

Think about a project you are currently working on. Either alone or with your project team, talk through the questions and determine the appropriate next steps. The Moxie Coefficient will help ensure that you have thought through all aspects of the project and identified the support you need to be successful.

You can also use it to assess many teams. The result would be a "Moxie Map" of your organization that would fit in to a broader "performance map" showing where there are high and low confidence levels.

## Advice for Our Times

The Moxie Coefficient gives you a mechanism to take advantage of tough times. In many organizations, we are looking at survival of the fittest. We think the fittest have moxie. They are strong performers who tackle tough issues in tough environments, deliver beyond their jobs, and earn a seat at the table.

[Click here](#) to find all the models and tools featured in TrendSpotters.

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