



Air ISTAR Leadership Team Report

Team Dynamics:

Leadership 9 Pathways | Innovative Problem Solving | Communication and Learning Styles

Individual:

Composite Attitude Survey | Top 3 Leadership Strengths and Development Areas

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Executive Summary

Background to this Report

This report is based upon the data generated for the 121s debriefs with each member of the Air ISTAR leadership team and the data created to support the team Away Day of 7th November 2019.

Purpose of this Report

This information and commentary in this report is designed to support the senior leadership team drive the overall cultural objective Air ISTAR

- To create a performance-focused culture that is more strategic and forward-looking – in order to deliver the best for customers.
- To enable the Desired DE&S@21 Culture *‘Our culture will be forward-looking and results-orientated with the agility, resilience and energy necessary to get the job done’*
- Making Air ISTAR a great place to work

Overall Commentary

Military

There’s a good balance between the number of strengths and development areas in Leadership and Innovative Problem Solving across the military members of the leadership team. This type of balance is not evident in the other levels i.e. 5, 4, 3, 2, 1. However, there are a number of very specific development areas that need to be addressed in order for the military to become more effective at leading the desired cultural change. Please see the right-hand column entitled ‘Development Areas’ in Tables 1 & 2 below.

Level 5

There is only one overall strength in the Problem Definition Skills of Innovative Problem solving versus five development areas for this group of senior leaders. Given the need to define problems in the current and future environment - this is a concern. The development areas are: the need to improve the evaluation of problems from a variety of perspectives; acceptance of responsibility for the consequences of personal actions; improvement in paying attention to what needs to be done; discovering what is causing problems and building organised strategies and programmes. Steps need to be taken to address these 5 development areas which can also be found in the right-hand column of table 4.

Level 4

There is a concerning set of 5 development points in the People Values section of Leadership (table 5). Namely, there's a tendency to overlook the importance of making others feel valuable, a likelihood to have critical, negative biases against others and a lack of ability to see problems from all perspectives and a failure to maintain a positive, supportive attitude. These have to be addressed as a matter of urgency.

The other key area for the Level 4s that needs to be addressed is Solution Finding Skills within Innovative Problem Solving. There are 5 key developments areas as opposed to only 2 areas of strength. Please see table 6.

Levels 3,2,1

There is some balance between the number of strength and development areas. There are main areas that require some focus. The first is People Values within Leadership. Given the need for them to provide support to colleagues the development areas of concern are : a tendency to not pay enough attention to the needs and concerns of others, not maintaining a positive, supportive attitude and a likelihood of not being sensitive enough to others. The caveat is that this is based upon the data of one person at each of the levels 1,2 and 3 and consequently this should not be taken as a commentary on the population at these levels.

How to Read the rest of this report

The below 8 tables provide the bullet points that have been drawn from the data to highlight the key strengths and development areas. Please see the contents section above to see how the data is presented both at team level and per individual across the 80 plus pages of this report. A dictionary of terms that appear in the Composite Attitude Survey has been included in the Appendices.

Military

Across the members of Military leadership team, we identified the top Leadership strengths and development areas

Table 1

	Strengths	Development Areas
People Values	<ul style="list-style-type: none"> • Sets priorities in relationships • Assigns tasks clearly and specifically 	<ul style="list-style-type: none"> • Likely will not promote independence and freedom of choice • Likely to be too sensitive to others
Task Values	<ul style="list-style-type: none"> • Takes care of daily detail work • Knows what is needed to support decisions 	<ul style="list-style-type: none"> • Likely to take too long analyzing and not respond quickly • Ideal thinking leads them to overlook critical issues
System Values	<ul style="list-style-type: none"> • Maintains a strong sense of direction and purpose • Pays attention to inventive thinking 	<ul style="list-style-type: none"> • Too stubbornly focused and perfectionistic to be open to individualistic thinking • Tend to be too concerned about identifying consequences to prioritise and make decisions
Self Values	<ul style="list-style-type: none"> • Maintains a positive attitude toward themselves • Makes an effort to maintain principles in all matters 	<ul style="list-style-type: none"> • Likely to fear making a mistake and will resist change • Have difficulty seeing their mistakes and will resist change

Across the members of Military leadership team, we identified the top Innovation Problem Solving strengths and development areas

Table 2

	Strengths	Development Areas
Problem Definition Skills	<ul style="list-style-type: none"> • See problems before they hit them in the face • Think ahead about problems and solutions 	<ul style="list-style-type: none"> • Accept responsibility for the consequences of his/her personal actions • Discover what is causing problems
Solution Finding Skills	<ul style="list-style-type: none"> • Be open to ideas for solving problems • Keep decisions consistent with beliefs, goals and plans 	<ul style="list-style-type: none"> • Respect principles, rules, and property • Pay attention to inventive thinking

Implementation Skills	<ul style="list-style-type: none"> • Be willing to do whatever it takes to accomplish goals • Be realistic and honest with self about what they can or are willing to do 	<ul style="list-style-type: none"> • Plan for things not working out as expected • Know the time needed to complete tasks
Teamwork Skills	<ul style="list-style-type: none"> • Put the interests of the team/company above selfish interests • Seek feedback from others to improve performance 	<ul style="list-style-type: none"> • Be open to their own mistakes and willing to change • Develop and maintain trust from others

Level 5

Across the Level 5 members of the leadership team, we have identified the top Leadership strengths and development areas

Table 3

People Values	Strengths	Development Areas
	<ul style="list-style-type: none"> • Sets priorities in relationships • Assigns tasks clearly and specifically 	<ul style="list-style-type: none"> • Tends to not pay enough attention to the needs and concerns of others • May not always treat others fairly and consistently
Task Values	<ul style="list-style-type: none"> • Knows what needs to be done and what can be done • Takes care of daily detail work 	<ul style="list-style-type: none"> • Has difficulty matching schedules to priorities and goals
System Values	<ul style="list-style-type: none"> • Maintains a strong sense of direction and purpose • Pays Attention To Long Term Goals 	<ul style="list-style-type: none"> • Tend to set challenging but inconsistent and unrealistic goals • Stubborn insistence on their goals regardless
Self Values	<ul style="list-style-type: none"> • Maintains a positive attitude toward the world • Makes an effort to maintain principles in all matters 	<ul style="list-style-type: none"> • Susceptible to fear of success or failure, to not measuring up to expectations • Likely to put off asking for help or feedback

Across the Level 5 members of the leadership team, we identified the top Innovation Problem Solving strengths and development areas

Table 4

	Strengths	Development Areas
Problem Definition Skills	<ul style="list-style-type: none"> • See problems before they hit them in the face 	<ul style="list-style-type: none"> • Evaluate problems from a variety of perspectives • Accept responsibility for the consequences of his/her personal actions • Pay attention to what needs to be done • Discover what is causing problems • Build organized strategies and programs
Solution Finding Skills	<ul style="list-style-type: none"> • Be open to ideas for solving problems • Suggest improvement and adjustments in a positive manner 	<ul style="list-style-type: none"> • Know when to take risks and chances • Set priorities that will integrate all needs
Implementation Skills	<ul style="list-style-type: none"> • Be responsible and accountable for their own actions • Build strategies for crisis intervention 	<ul style="list-style-type: none"> • Be willing to keep the commitments they make to others • Stay on track until the task is completed
Teamwork Skills	<ul style="list-style-type: none"> • Embrace and reinforce the value of sharing and cooperation 	<ul style="list-style-type: none"> • Have good problem solving ability • Communicate optimism, vision and purpose

Level 4

Across the Level 4 members of the leadership team, we have identified the top Leadership strengths and development areas

Table 5

People Values	Strengths	Development Areas
	<ul style="list-style-type: none"> • Sets priorities in relationships • Assigns tasks clearly and specifically 	<ul style="list-style-type: none"> • Tends to overlook the importance of making others feel valuable • Likely to have critical, negative biases against others • Does not always see problems from all perspectives • Does not maintain a positive, supportive attitude

		<ul style="list-style-type: none"> • Likely to be too sensitive to others
Task Values	<ul style="list-style-type: none"> • Can be counted on in good times and bad • Willing to do whatever it takes to accomplish goals 	<ul style="list-style-type: none"> • Dogmatic, focused thinking can lead them to overlook problems • Will likely not spend enough time and energy analyzing causes for problems
System Values	<ul style="list-style-type: none"> • Maintains a strong sense of direction and purpose • Pays attention to inventive thinking 	<ul style="list-style-type: none"> • Tend toward a chip on the shoulder attitude • Likely to be too focused on long range and overlook short range issues
Self Values	<ul style="list-style-type: none"> • Maintains a positive attitude toward themselves • Maintains a positive attitude toward the world 	<ul style="list-style-type: none"> • Stubbornly committed to personal goals • Focused, idealistic thinking can lead them to overlook obstacles • Does not consistently stick by decisions • Likely to put off asking for help or feedback

Across the Level 4 members of the leadership team, we identified the top Innovation Problem Solving strengths and development areas

Table 6

	Strengths	Development Areas
Problem Definition Skills	<ul style="list-style-type: none"> • See problems before they hit them in the face • Think ahead about problems and solutions 	<ul style="list-style-type: none"> • Evaluate problems from a variety of perspectives • Accept responsibility for the consequences of his/her personal actions • Pay attention to what needs to be done • Discover what is causing problems • Build organized strategies and programs
Solution Finding Skills	<ul style="list-style-type: none"> • Be open to ideas for solving problems • Suggest improvement and adjustments in a positive 	<ul style="list-style-type: none"> • Respect principles, rules, and property • Know when to take risks and chances • Pay attention to inventive thinking • Translate priorities into decisions • Set priorities that will integrate all needs

		<ul style="list-style-type: none"> • Stick by decisions
Implementation Skills	<ul style="list-style-type: none"> • Be responsible and accountable for their own actions • Be willing to do whatever it takes to accomplish goals 	<ul style="list-style-type: none"> • Monitor progress to keep things on schedule • Plan for things not working out as expected • Know what is needed to support decisions
Teamwork Skills	<ul style="list-style-type: none"> • Promote confidence in others to take risks • Embrace and reinforce the value of sharing and cooperation 	<ul style="list-style-type: none"> • Have good problem solving ability • Be open to their own mistakes and willing to change • Continually seek to improve performance

Level 3, 2, 1

Across the Level 3,2,1 members of the away day leadership team, we identified the top Leadership strengths and development areas

Table 7

	Strengths	Development Areas
People Values	<ul style="list-style-type: none"> • Assigns tasks clearly and specifically • Helps people to have the confidence to take risks 	<ul style="list-style-type: none"> • Tends to not pay enough attention to the needs and concerns of others • Does not maintain a positive, supportive attitude • Likely to not be sensitive enough to others
Task Values	<ul style="list-style-type: none"> • Knows what is needed to support decisions • Monitors progress to keep things on schedule 	<ul style="list-style-type: none"> • Have difficulty deciding when to stop evaluating consequences and take risks • Focused thinking can lead them to miss major issues and treat minor problems as critical issues
System Values	<ul style="list-style-type: none"> • Maintains a strong sense of direction and purpose • Willing to meet established standards 	<ul style="list-style-type: none"> • Tend to set narrowly focused goals which are likely to be idealistic and out of touch • Too stubbornly focused and perfectionistic to be open to individualistic thinking
Self Values	<ul style="list-style-type: none"> • Maintains a positive attitude toward themselves 	<ul style="list-style-type: none"> • Stubbornly committed to goals

	<ul style="list-style-type: none"> • Makes an effort to maintain principles in all matters 	<ul style="list-style-type: none"> • Have difficulty seeing their mistakes and will resist change • Likely to put off asking for help or feedback
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Across the Level 3,2,1 members of the away day leadership team, we identified the top Innovation Problem Solving strengths and development areas

Table 8

	Strengths	Development Areas
Problem Definition Skills	<ul style="list-style-type: none"> • Make decisions on a proactive basis • See problems before they hit them in the face 	<ul style="list-style-type: none"> • Pay attention to what needs to be done • Discover what is causing problems
Solution Finding Skills	<ul style="list-style-type: none"> • Be open to ideas for solving problems • Keep decisions consistent with beliefs, goals and plans 	<ul style="list-style-type: none"> • Know what needs to be done and what can be done • Know when to take risks and chances • Translate priorities into decisions • Set priorities that will integrate all needs • Stick by decisions
Implementation Skills	<ul style="list-style-type: none"> • Be responsible and accountable for their own actions • Be willing to do whatever it takes to accomplish goals 	<ul style="list-style-type: none"> • Assign tasks clearly and specifically • Stay on track until the task is completed • Know the time needed to complete tasks
Teamwork Skills	<ul style="list-style-type: none"> • Embrace and reinforce the value of sharing and cooperation 	<ul style="list-style-type: none"> • Communicate optimism, vision and purpose • Have a sense of optimism and a belief that things will work out

Military

Team Leadership Dynamics Heatmaps

Key to Heatmaps



Task Values

	Task Values																																																
	The ability to see and understand what is happening in a practical, concrete manner.																																																
Name	Knows what needs to be done and what can be done	Good sense of time and timing	Takes care of daily detail work	Sets and takes care of priorities	Finds out what is causing problems	Can be counted on in good times and bad	Is honest with themselves about what they can do	Willing to do whatever it takes to accomplish goals	Knows what is needed to support decisions	Stays on track until the task is complete	Tracks the success and failure of decisions	Monitors progress to keep things on schedule	Knows when to take risks and chances	Identifies crisis issues and minor problems	Promotes confidence to take risks	Pays attention to what needs to be done	Responds to immediate problems quickly	Builds strategies for crisis intervention	Sets priorities which integrate all needs	Builds strategies which predefine what is a crisis and worth paying attention	Stubbornly insistent about their ideas and ways of doing things	Likely to take too long analyzing and not respond quickly	Too cautious and worried about making the right decision to take risks	Tend to be too focused on idealistic, unrealistic priorities which can restrict	Skeptical, cautious thinking can lead to reactive problem solving, with problems hitting them in the face	Skeptical, hesitant thinking leads them to miss critical issues	Will likely not spend enough time and energy analyzing causes for	Has difficulty matching schedules to priorities and goals	Ideal thinking leads them to overlook critical issues	Likely to set unrealistic goals and priorities	Ideal, perfectionistic thinking makes them have difficulty meeting schedules	Ideal sense of time can lead them to be out of touch	Idealistic expectations leads them to put off detail work	Can have difficulty overcoming perfectionistic, rigid thinking	Do not consistently track either successful or unsuccessful decisions	Too cautious, hesitant and worried about what others will think to take risks	Has difficulty being persistent, staying on track	Uncertain and indecisive about what they should or can do	Will lack a sense of commitment and involvement to goals	Has difficulty being focused and persistent, staying on track	Too hesitant, skeptical and uncertain to take risks								
Neil Bennett																																																	
Josh Fortune																																																	
Mark Hunt																																																	
Allison Mayfield																																																	
Sonia Nevin																																																	
Pete Saul																																																	
Terry Sweeney																																																	

Self Values

Self Values	
The ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.	
Name	
Neil Bennett	
Josh Fortune	
Mark Hunt	
Allison Mayfield	
Sonia Nevin	
Pete Saul	
Terry Sweeney	
Maintains a positive attitude toward themselves	
Maintains a positive attitude toward the world	
Makes an effort to maintain principles in all matters	
Accepts responsibility for consequences	
Accepts responsibility their mistakes	
Keeps an open mind	
Identifies obstacles and ways to overcome them	
Puts the interest of team above self interest	
Sticks by decisions	
Makes commitments they can and are willing to keep	
Keeps word and personal commitments	
Promotes personal commitment to do what is right	
Emphasizes vision, mission and purpose	
Is optimistic and believes the best will work out	
Promotes responsibility and accountability	
Consistently emphasizes responsible choice	
Has no fear of success or failure	
Likely to fear making a mistake and will resist change	
Susceptible to fear of success or failure, to lack of confidence and	
Does not build confidence that things will be done	
Likely to be indecisive or uncertain about seeking feedback	
Promotes a narrow, rigid sense of responsibility	
Likely to fear making a mistake and will likely blame others for their misfortunes	
Has a cautious, skeptical attitude toward the world	
Promotes a personal, idealized sense of responsibility	
Stubbornly committed to personal goals	
Stubborn insistence on doing things their way	
Have difficulty seeing their mistakes and will resist change	
Stubbornly restrict thinking to idealistic, unrealistic ideas and expectations	
Focused, idealistic thinking can lead them to overlook obstacles	
Insists on conformity to standards and expectations	
Perfectionist but inconsistent insistence on doing the best	
Promotes a personal, idealized sense of responsibility	
Does not consistently stick by decisions	
Will restrict improvement options to increasing status and recognition	
Have difficulty seeing their mistakes and will likely blame others for their misfortunes	
Black and white, dogmatic insistence toward doing things right	
Has a skeptical, doubting self attitude	
Likely to be inconsistently focused on goals	
Personal Commitment, Dedication (Vision, Mission) Lacks any sense of mission, direction, and purpose	
Will be indecisive and uncertain about pushing toward ahead	

Individual Composite Attitude Survey Results and Top 3 Strengths and Top 3 Development Areas

Neil Bennett

The Composite Attitude Survey The Axiometrics® Integrated View of Thinking

Neil Bennett

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)				PERCEPTIVE, CONCERNED, OPTIMISTIC, AVAILABLE, SELECTIVE
PRACTICAL JUDGMENT (CLEAR)	PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL, PRESET			
SYSTEM JUDGMENT (CRYSTAL CLEAR)				PERFECTIONISTIC, IDEALISTIC, PROACTIVE, INTERACTIVE, ANALYTICAL

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths

- 1. Optimism, Seeing and Expecting The Best (Vision, Mission)**
Maintains a positive attitude toward themselves
- 2. Optimism, Seeing and Expecting The Best (Vision, Mission)**
Maintains a positive attitude toward the world
- 3. Walking The Walk, Keeping Promises (Integrity)**
Accepts responsibility for consequences

Top 3 Development Areas

- 1. Prioritizing actions, setting priorities (Results)**
Ideal thinking leads them to overlook critical issues
- 2. Respecting The Rights Of Each Person (Trust)**
Likely to be too optimistic about others
- 3. Paying attention to getting things done (Results)**
Likely to take too long analysing and not respond quickly

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Spencer Fortune

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, PRESET
PRACTICAL JUDGMENT (CLEAR)	PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL, PRESET			
SYSTEM JUDGMENT (CLEAR)				PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT
SELF DIRECTION (CLEAR)		PERCEPTIVE, TRANSITION, HOLDING PATTERN, INDECISIVE		

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths

- 1. Optimism, Seeing and Expecting The Best (Vision, Mission)**
Maintains a positive attitude toward the world
- 2. Optimism, Seeing and Expecting The Best (Vision, Mission)**
Maintains a positive attitude toward themselves
- 3. Knowing what is needed to get the job done (Preparation, Tactics)** Knows what needs to be done and what can be done

Top 3 Development Areas

- 1. Prioritizing actions, setting priorities (Results)**
Ideal thinking leads them to overlook critical issues
- 2. Learning To Adapt And Grow (Innovation, Change)**
Have difficulty accepting their mistakes and will resist change
- 3. Paying attention to getting things done (Results)**
Can have difficulty overcoming perfectionistic, rigid thinking

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Mark Hunt

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)			KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, PRESET	
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, PRESET		
SYSTEM JUDGMENT (VISIBLE)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)		SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE		
SELF DIRECTION (VISIBLE)				PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths
1. Optimism, Seeing and Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2. Optimism, Seeing and Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3. Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
Top 3 Development Areas
4. Sense Of Purpose And Meaning (Vision, Mission) Is inconsistent about pushing to attain their goals
5. Learning To Adapt And Grow (Innovation, Change) Likely to fear making a mistake and will resist change
6. Learning To Adapt And Grow (Innovation, Change) Susceptible to fear of success or failure, to lack of confidence and competence

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Allison Mayfield

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				PERCEPTIVE, SENSITIVE, CONCERNED, CAUTIOUSLY OPTIMISTIC
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, PRAGMATIC			
SYSTEM JUDGMENT (CLEAR)		PERCEPTIVE, INDIVIDUALISTIC, CAUTIOUS, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths
1. Optimism, Seeing and Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2. Optimism, Seeing and Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3. Personal Competence And Confidence (Preparation, Tactics) Has good problem-solving ability
Top 3 Development Areas
1. Respecting The Rights Of Each Person (Trust) Likely to be too optimistic about others
2. Treating Each Person as Unique And Valuable (Trust) Likely to try too hard to make others feel valuable
3. Respecting Principles, Standards And Codes (Integrity) May not keep decisions consistent with beliefs or plans

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Sonia Nevin

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (UNCONVENTIONAL)	PERCEPTIVE, CAUTIOUSLY DISCRETE, HESITANT, SKEPTICAL			
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, SKEPTICAL		
SYSTEM JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, REACTIVE			

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (TRANSITION)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)	SOCIAL/ROLE TRANSITION, QUESTIONING, INDECISIVE, UNCERTAIN			
SELF DIRECTION (VISIBLE)	TRANSITION, HOLDING PATTERN, INDECISIVE, UNCERTAIN			

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Personal Competence And Confidence (Preparation, Tactics) Has good problem-solving ability
2.	Building Action Plans, Schedules, Timelines (Preparation, Tactics) Knows the time needed to complete tasks
3.	Listening, Delegating And Developing (Team Synergy) Assigns tasks clearly and specifically
Top 3 Development Areas	
1.	Listening, Delegating And Developing (Team Synergy) Is not always clear or direct in their communications
2.	Personal Competence And Confidence (Preparation, Tactics) May have difficulty keeping composure in unexpected or unplanned situations
3.	Optimism, Seeing And Expecting The Best (Vision, Mission) Has a cautious, sceptical attitude toward the world

NB Sonia is clear in communication when delegating tasks, however due to the ability to see things from multiple perspectives (unconventional) where things may not be clear is when communicating ideas/vision and also providing consistency

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Pete Saul

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)		KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, SKEPTICAL		
PRACTICAL JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)	SOCIAL/ROLE TRANSITION, QUESTIONING, INDECISIVE, UNCERTAIN			
SELF DIRECTION (CLEAR)				PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
4.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
5.	Acting As A Change Agent And Risk Taker (Innovation, Change) Knows when to take risks and chances
6.	Personal Competence And Confidence (Preparation, Tactics) Has good problem-solving ability
Top 3 Development Areas	
4.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend toward a chip on the shoulder attitude
5.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend to stubbornly impose personal standards on world in need of order
6.	Respecting Authority, Rules And Codes (Consistency, Conformity) Likely to resist and get around standards, rules and codes

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Terence Sweeney

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, PRESET
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY PRAGMATIC, PRESET			
SYSTEM JUDGMENT (CLEAR)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF WORTH, FEELS DOUBTS AND QUESTIONS			
ROLE AWARENESS (CLEAR)		SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE		
SELF DIRECTION (VISIBLE)				PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
Top 3 Development Areas	
1.	Prioritizing actions, setting priorities (Results) Ideal thinking leads them to overlook critical issues
2.	Learning To Adapt And Grow (Innovation, Change) Likely to fear making a mistake and will resist change
3.	Paying attention to getting things done (Results) Likely to take too long analyzing and not respond quickly

Team Dynamics Innovative Problem Solving Heatmaps
 Problem Definition and Solution Finding Skills

Name	Problem Definition Skills											Solution Finding Skills																
	Figuring out the problem to work on, collecting facts, identifying key facts, generating related problem statements, and collecting the best problem statement to meet goals.											Looking at the problem from different points of view, generating a wide range of possible solutions, selecting solutions based on specific criteria.																
	Evaluate problems from a variety of perspectives	Accept responsibility for the consequences of his/her personal actions	Pay attention to what needs to be done	Make decisions on a proactive basis	See problems before they hit them in the face	Be inventive and aware of critical issues	Think ahead about problems and solutions	Identify both crisis issues and minor problems	Discover what is causing problems	Set challenging and attainable goals	Build organized strategies and programs	Be attentive to long and short term goals	Respect principles, rules, and property	Know what needs to be done and what can be done	Know when to take risks and chances	Pay attention to inventive thinking	Use inventive thinking without losing perspective	Take time to be creative and inventive	Be open to ideas for solving problems	Translate priorities into decisions	Set priorities that will integrate all needs	Keep decisions consistent with beliefs, goals and plans	Have a personal commitment to do what is right	Stick by decisions	Be open to the ideas and suggestions of others	Be willing to listen to others' opposing points of view	Suggest improvement and adjustments in a positive	Be attentive to consequences of solutions
Neil Bennett																												
Josh Fortune																												
Mark Hunt																												
Allison Mayfield																												
Sonia Nevin																												
Pete Saul																												
Terry Sweeney																												

Implementation and Teamwork Skills

Name	Implementation Skills															
	Translating solutions into action steps which include selling and getting approvals for solutions, testing, measuring and fully implementing the solutions, making adaptations as required.															
	Assign tasks clearly and specifically	Be willing to keep the commitments they make to others	Be responsible and accountable for their own actions	Be willing to do whatever it takes to accomplish goals	Be realistic and honest with self about what they can or are willing to do	Stay on track until the task is completed	Identify obstacles and ways to overcome them	Track the success and failure of decisions	Monitor progress to keep things on schedule	Plan for things not working out as expected	Know what is needed to support decisions	Make an effort to keep things on schedule	Know the time needed to complete tasks	Emphasize importance of standards and codes	Set realistic standards and expectations	Build strategies for crisis intervention
Neil Bennett	Green	Yellow	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green
Josh Fortune	Yellow	Yellow	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green
Mark Hunt	Yellow	Yellow	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green
Allison Mayfield	Green	Yellow	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green
Sonia Nevin	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Pete Saul	Yellow	Yellow	Red	Green	Green	Yellow	Yellow	Red	Yellow	Green	Green	Green	Green	Green	Yellow	Green
Terry Sweeney	Green	Yellow	Green	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green

Teamwork Skills																
Using and contributing diverse perspectives, assisting one another to be more effective problem solvers, building individual and team strength while recognizing and affirming both contribution and success.																
	Have good problem solving ability	Be open to their own mistakes and willing to change	Continually seek to improve performance	Keep an open mind	Promote confidence in others to take risks	Put the interests of the team/company above selfish	Seek feedback from others to improve performance	Communicate optimism, vision and purpose	Have a sense of optimism and a belief that things will work out	Embrace and reinforce the value of sharing and cooperation	Provide feedback in a positive manner	Deal with conflicting issues in a positive manner	Be sensitive to the needs, concerns, and attitudes of others	Develop and maintain trust from others	Help others to have the confidence to take risks	Be open to listening to others' views without personal bias
Neil Bennett	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Josh Fortune	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Mark Hunt	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Allison Mayfield	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Sonia Nevin	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Pete Saul	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Terry Sweeney	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

Level 5

Team Leadership Dynamics Heatmaps

Key to Heatmaps



People Values

		People Values																																		
		The ability to make sound and objective decisions about others and to build relationships.																																		
Name	ID	Sets priorities in relationships	Promotes independence and freedom of choice	Assigns tasks clearly and specifically	Motivates in a positive, reinforcing way	Gives feedback in a positive manner	Deals with conflicting issues in a positive manner	Evaluates problems from all perspectives	Encourages others and provides positive reinforcement	Willing to listen to opposing viewpoints	Reinforces the value of cooperation and sharing	Keeps communications clear and to the point	Helps people to have the confidence to take risks	Makes an effort to be pleasant, courteous and tactful	Open to perspective of others	Open to ideas and input from others	Tends to be too concerned about taking care of the needs and interests of others	Tends to be too critical about ideas and input from others	Tends to not pay enough attention to the needs and concerns of others	Tends to overlook the importance of making others feel valuable	Tends to have critical, negative biases against other	May not always treat others fairly and consistently	May not be sensitive enough to others	May have difficulty being positive and supportive	Likely to have critical, negative biases against others	Likely to give feedback in a critical, negative manner	Does not promote independence and freedom of thought	Concern about being fair can lead them to overlook issues	Does not always see problems from all perspectives	Likely to try too hard to make others feel valuable	Likely to try too hard to be positive and supportive	Lack of patience and a tendency toward competitive, advice giving attitudes can make it difficult to instill trust	Likely to be too sensitive to others			
Bill Chrispin	JAN5-77875	Green	Green	Green			Green	Green				Green	Green	Green				Yellow	Yellow			Red	Red	Yellow												
Ash Gordon	JAP2-77987	Green		Green								Green	Green	Green	Green						Red	Red		Yellow	Yellow								Yellow			
Nick Heath	JAO8-77948	Green		Green								Green	Green	Green	Green						Red	Red		Yellow	Yellow								Yellow			
Stuart Long	JAN7-77882	Green		Green							Green	Green	Green	Green	Green				Red	Red	Red	Red	Red				Red									
Alistair Willis	JAS6-78079	Green		Green	Green	Green		Green				Green	Green	Green			Yellow										Yellow		Yellow	Yellow					Red	

Self Values

Self Values	
The ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.	
Name	
Bill Chrispin	Maintains a positive attitude toward themselves
Ash Gordon	Maintains a positive attitude toward the world
Nick Heath	Makes an effort to maintain principles in all matters
Stuart Long	Accepts responsibility for consequences
Alistair Willis	Keeps an open mind
	Identifies obstacles and ways to overcome them
	Puts the interest of team above self interest
	Sticks by decisions
	Makes commitments they can and are willing to keep
	Keeps word and personal commitments
	Promotes personal commitment to do what is right
	Emphasizes vision, mission and purpose
	Is optimistic and believes the best will work out
	Promotes responsibility and accountability
	Pays attention to doing the right thing
	Accepts responsibility their mistakes
	Susceptible to fear of success or failure, to not measuring up to expectations
	Tend to overlook their mistakes and resist unexpected change
	Is idealistically and unrealistically optimistic
	Susceptible to fear of success, to lack of confidence about performing to their potential
	Likely to feel that others do not give them credit or helpful feedback
	Does not build confidence that things will be done
	Stubbornly committed to personal goals
	Stubbornly committed to goals
	Stick by decisions, even when they are wrong
	Have difficulty seeing their mistakes and will resist change
	Stubbornly restrict thinking to idealistic, unrealistic ideas and expectations
	Stubborn insistence on doing things their way
	Likely to restrict thinking to idealistic, unrealistic ideas and expectations
	Likely to put off asking for help or feedback
	Have difficulty seeing their mistakes and will likely blame others for their misfortunes

Individual Composite Attitude Survey Results and Top 3 Strengths and Top 3 Development Areas

Bill Chrispin

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Bill Chrispin

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)		PERCEPTIVE, CAUTIOUSLY DISCRETE, SKEPTICAL, PRESET		
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY PRAGMATIC, PRESET			
SYSTEM JUDGMENT (UNCONVENTIONAL)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, DOGMATIC, INSISTENT	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)			EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT	
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths

- 1. Respecting The Rights Of Each Person (Vision, Mission)**
Maintains a strong sense of direction and purpose
- 2. Respecting The Rights Of Each Person (Trust)**
Promotes autonomy and freedom of action
- 3. Listening, Delegating And Developing (Team Synergy)**
Assigns tasks clearly and specifically

Top 3 Development Areas

- 4. Respecting The Rights Of Each Person (Trust)**
May not be optimistic enough about others
- 5. Setting Clear Goals (Consistency, Conformity)**
Tend to set narrowly focused goals which are likely to be idealistic and out of touch
- 6. Acting As A Change Agent And Risk Taker (Innovation, Change)**
Dogmatic, perfectionistic can cause them to miss immediate, practical problems

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Ashley Gordon

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, SKEPTICAL		
PRACTICAL JUDGMENT (CLEAR)				PERCEPTIVE, RESULTS ORIENTED, CONCRETE, ORGANIZER
SYSTEM JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (TRANSITION)			EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT	
SELF DIRECTION (TRANSITION)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths
1. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3. Listening, Delegating And Developing (Team Synergy) Assigns tasks clearly and specifically
Top 3 Development Areas
1. Sense Of Purpose And Meaning (Vision, Mission) Stubborn insistence on their goals regardless
2. Personal Discipline (Strategy, Discipline) Stubbornly committed to personal goals
3. Setting Clear Goals (Consistency, Conformity) Tend to set challenging but unrealistic goals

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Nick Heath

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)	PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL, PRESET			
PRACTICAL JUDGMENT (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, RESULTS ORIENTED, PRAGMATIC
SYSTEM JUDGMENT (CLEAR)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)			ATTENTIVE TO SELF NEEDS, DOES NOT GET ENOUGH CREDIT AND RESPECT	
ROLE AWARENESS (VISIBLE)	SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INCONSISTENT			
SELF DIRECTION (VISIBLE)				PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths
1. Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
2. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3. Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas
4. Sense Of Purpose And Meaning (Vision, Mission) Is inconsistent about pushing to attain their goals
5. Learning To Adapt And Grow (Innovation, Change) Tend to overlook their mistakes and resist unexpected change
6. Learning To Adapt And Grow (Innovation, Change) Susceptible to fear of success, to lack of confidence about performing to their potential

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Stuart Long

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)		PERCEPTIVE, CAUTIOUSLY DISCRETE, SKEPTICAL, PRESET		
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, PRESET		
SYSTEM JUDGMENT (CLEAR)				PERFECTIONISTIC, IDEALISTIC, STRUCTURED, PROACTIVE, ANALYTICAL

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (VISIBLE)				PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Top 3 Core Strengths
1. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
2. Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
3. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
Top 3 Development Areas
1. Sense Of Purpose And Meaning (Vision, Mission) Stubborn insistence on their goals regardless
2. Respecting The Rights Of Each Person (Trust) May not be optimistic enough about others
3. Being Inventive, Spontaneous And Creative (Innovation, Change) Too stubbornly focused and perfectionistic to be open to individualistic thinking

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Alistair James Willis

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)			PERCEPTIVE, BALANCED, CAUTIOUSLY OPTIMISTIC, DISCRETE	
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, SKEPTICAL		
SYSTEM JUDGMENT (VISIBLE)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (TRANSITION)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths
1. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2. Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3. Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas
4. Respecting The Rights Of Each Person (Trust) Likely to be too optimistic about others
5. Learning To Adapt And Grow (Innovation, Change) Have difficulty seeing their mistakes and will likely blame others for their misfortunes
6. Treating Each Person as Unique And Valuable (Trust) Likely to try too hard to make others feel valuable

Team Dynamics Innovative Problem Solving Heatmaps
 Problem Definition and Solution Finding Skills

Name	Problem Definition Skills											Solution Finding Skills																	
	Figuring out the problem to work on, collecting facts, identifying key facts, generating related problem statements, and collecting the best problem statement to meet goals.											Looking at the problem from different points of view, generating a wide range of possible solutions, selecting solutions based on specific criteria.																	
	Evaluate problems from a variety of perspectives	Accept responsibility for the consequences of his/her personal actions	Pay attention to what needs to be done	Make decisions on a proactive basis	See problems before they hit them in the face	Be inventive and aware of critical issues	Think ahead about problems and solutions	Identify both crisis issues and minor problems	Discover what is causing problems	Set challenging and attainable goals	Build organized strategies and programs	Be attentive to long and short term goals	Respect principles, rules, and property	Know what needs to be done and what can be done	Know when to take risks and chances	Pay attention to inventive thinking	Use inventive thinking without losing perspective	Take time to be creative and inventive	Be open to ideas for solving problems	Translate priorities into decisions	Set priorities that will integrate all needs	Keep decisions consistent with beliefs, goals and plans	Have a personal commitment to do what is right	Stick by decisions	Be open to the ideas and suggestions of others	Be willing to listen to others' opposing points of view	Suggest improvement and adjustments in a positive	Be attentive to consequences of solutions	
Bill Chrispin																													
Ash Gordon																													
Nick Heath																													
Stuart Long																													
Alistair Willis																													

Implementation and Teamwork Skills

Name	Implementation Skills													Teamwork Skills																					
	Translating solutions into action steps which include selling and getting approvals for solutions, testing, measuring and fully implementing the solutions, making adaptations as required.													Using and contributing diverse perspectives, assisting one another to be more effective problem solvers, building individual and team strength while recognizing and affirming both contribution and success.																					
	Assign tasks clearly and specifically	Be willing to keep the commitments they make to others	Be responsible and accountable for their own actions	Be willing to do whatever it takes to accomplish goals	Be realistic and honest with self about what they can or are willing to do	Stay on track until the task is completed	Identify obstacles and ways to overcome them	Track the success and failure of decisions	Monitor progress to keep things on schedule	Plan for things not working out as expected	Know what is needed to support decisions	Make an effort to keep things on schedule	Know the time needed to complete tasks	Emphasize importance of standards and codes	Set realistic standards and expectations	Build strategies for crisis intervention	Have good problem solving ability	Be open to their own mistakes and willing to change	Continually seek to improve performance	Keep an open mind	Promote confidence in others to take risks	Put the interests of the team/company above selfish	Seek feedback from others to improve performance	Communicate optimism, vision and purpose	Have a sense of optimism and a belief that things will work out	Embrace and reinforce the value of sharing and cooperation	Provide feedback in a positive manner	Deal with conflicting issues in a positive manner	Be sensitive to the needs, concerns, and attitudes of others	Develop and maintain trust from others	Help others to have the confidence to take risks	Be open to listening to others' views without personal bias			
Bill Chrispin																																			
Ash Gordon																																			
Nick Heath																																			
Stuart Long																																			
Alistair Willis																																			

Level 4

Team Leadership Dynamics Heatmaps

Key to Heatmaps



Task Values Overview

Task Values	
The ability to see and understand what is happening in a practical, concrete manner.	
Name	Task Values
Philip Davis	Knows what needs to be done and what can be done
Sarah Day	Good sense of time and timing
Jo Hargreaves	Takes care of daily detail work
Katherine Jackson	Sets and takes care of priorities
Angie Kehoe	Finds out what is causing problems
Gary Lamb	Can be counted on in good times and bad
Richard Long	Is honest with themselves about what they can do
Jon Mallett	Willing to do whatever it takes to accomplish goals
Ed Philips	Knows what is needed to support decisions
Adam Seaton	Inventive thinking without losing perspective
Gary Sims	Gets things done
Richard Walker	Stays on track until the task is complete
David Woods	Tracks the success and failure of decisions
Gary Wright	Monitors progress to keep things on schedule
	Knows when to take risks and chances
	Identifies crisis issues and minor problems
	Promotes confidence to take risks
	Pays attention to what needs to be done
	Responds to immediate problems quickly
	Sees problems before they hit them in the face
	Builds strategies for crisis intervention
	Translates priorities into decisions
	Sets and takes care of priorities
	Sets priorities which integrate all needs
	Sets priorities which are too limited and focused
	Likely to hesitate about pushing ahead
	Tend to overlook support materials which do not meet their plans and expectations
	Dogmatic, perfectionistic can cause them to miss immediate, practical problems
	Dogmatic, focused thinking can lead them to overlook problems
	Likely to be overconfident and stubborn about what they can do
	Likely to respond to problems in a skeptical, hesitant manner
	Likely to take too long analyzing and not respond quickly
	Tend to be too focused on idealistic, unrealistic priorities which can restrict decisions
	Tend to be so focused on analysis that they miss crucial issues or leave problems unsolved
	Tend to be insistent about implementing inventive ways of doing things
	Skeptical, cautious thinking can lead to reactive problem solving, with problems hitting them in the face
	Will likely not spend enough time and energy analyzing causes for problems
	Has difficulty matching schedules to priorities and goals
	Ideal thinking leads them to overlook critical issues
	Has difficulty changing directions and shifting focus
	Now, focused thinking can cause them to overlook or discount consequences
	Ideal thinking leads them to overlook critical issues
	Sets priorities which are idealistic and limited
	Focused thinking can lead them to miss major issues and treat minor problems as critical issues
	Focused thinking leads them to overlook successes and failures which do not fit expectations
	Likely to set unrealistic goals and priorities
	Likely to discount successes and failures which do not have immediate
	Tend to not take the time or energy to analyze and prepare for
	Do not consistently track either successful or unsuccessful decisions
	Likely to be consumed by being inventive, by thinking and doing things in new, novel ways
	Discounts the need for building strategies for crisis intervention
	Idealistic, dogmatic thinking leads them to only look for expected results
	Can have difficulty overcoming perfectionistic, rigid thinking
	Too cautious, hesitant and worried about what others will think to take risks
	Can have difficulty overcoming cautious, indecisive thinking
	Has difficulty being persistent, staying on track
	Uncertain and indecisive about what they should or can do
	Will lack a sense of commitment and involvement to goals
	Builds strategies which predefine what is a crisis and worth paying attention to
	Has difficulty being focused and persistent, staying on track
	Skeptical, cautious thinking can cause problems that tend to hit them in the
	Skeptical, hesitant thinking leads them to miss critical issues
	Likely to respond to problems in a skeptical, hesitant manner
	Likely to be indecisive and uncertain about pushing ahead
	Too hesitant, skeptical and uncertain to take risks

Task Values – Strengths

		Task Values																							
		The ability to see and understand what is happening in a practical, concrete manner.																							
Name		Knows what needs to be done and what can be done	Good sense of time and timing	Takes care of daily detail work	Sets and takes care of priorities	Finds out what is causing problems	Can be counted on in good times and bad	Is honest with themselves about what they can do	Willing to do whatever it takes to accomplish goals	Knows what is needed to support decisions	Inventive thinking without losing perspective	Gets things done	Stays on track until the task is complete	Tracks the success and failure of decisions	Monitors progress to keep things on schedule	Knows when to take risks and chances	Identifies crisis issues and minor problems	Promotes confidence to take risks	Pays attention to what needs to be done	Responds to immediate problems quickly	Sees problems before they hit them in the face	Builds strategies for crisis intervention	Translates priorities into decisions	Sets and takes care of priorities	Sets priorities which integrate all needs
Philip Davis																									
Sarah Day																									
Jo Hargreaves																									
Katherine Jackson																									
Angie Kehoe																									
Gary Lamb																									
Richard Long																									
Jon Mallett																									
Ed Philips																									
Adam Seaton																									
Gary Sims																									
Richard Walker																									
David Woods																									
Gary Wright																									

System Values – Overview

System Values	
The ability to see, understand and appreciate planning, strategic thinking and issues, conceptual organizing and consistency and conformity.	
Name	Maintains a strong sense of direction and purpose Pays attention to inventive thinking Respecting authority Respects principles, rules, and property Sets clear, relevant and realistic goals Pays Attention To Long Term Goals Pays attention to the value of established standards Keeps decisions consistent with beliefs, goals and plans Emphasizes a common mission Attentive to short and long range issues Makes certain consequences reflect standards Makes decisions on a proactive basis Takes time to be creative and inventive Communicates optimism, vision and purpose Has strong sense of ambition Inventive and aware of critical issues Willing to meet established standards Emphasizes importance of standards, codes Maintains commitment to plans and programs Plans for things not working out as expected Attends to concrete and conceptual organizing Builds organized strategies and programs Open to ideas for solving problems Pays attention to implementing standards in a black and white manner, to the letter of the law Attentive to short and long range issues Is inconsistent about pushing to attain their goals Tend to be focused about getting things organized before making Tend to be focused on organization and controlling decisions by preset Tend to spend too much time and energy on backup plans Tend to set challenging but inconsistent and unrealistic goals Tend to set challenging but unrealistic goals Tend to have an idealistic focus on long term goals Tend to set narrowly focused goals which reflect immediate, results oriented issues Tend to set narrowly focused goals which are likely to be idealistic and out of touch Tend to set narrowly focused goals which overlook key priorities Tend toward A narrow, stubborn insistence on obeying rules and authority Tend toward a chip on the shoulder attitude Tend to stubbornly impose personal standards on world in need of order Tend to set challenging but inconsistent and potentially unrewarding goals Set personally based goals which can be unrealistic and out of touch Likely to resist and get around standards, rules and codes May not keep decisions consistent with beliefs or plans Stubborn insistence on their goals regardless Can be too focused on decisions conforming to expectations Tend to set idealistic, inconsistent and potentially unrewarding goals Insist on total compliance with standards, strictly by the book Too stubbornly focused and perfectionistic to be open to individualistic Too stubbornly focused and impatient to identify crucial issues Tend to stubbornly impose personal standards on world in need of order Likely to be too focused on long range and overlook short range issues Tend to too attentive to and locked on long term goals Shifts from confidence to indecision about direction Shifts from confidence to indecision about goals Tends to get around standards or codes Tends to discount the importance of standards or codes Tend to set idealistic, unrealistic and potentially unrewarding goals Likely to discount and get around standards and principles which guide day to day conduct Do not keep commitments to plans and programs Too focused on decisions conforming to expectations Likely to resist and get around standards, rules and codes Tends not to communicate optimism, vision, purpose Tend to set idealistic and unrealistic goals Likely to set goals which are unclear, irrelevant and unrealistic Does not always emphasize a common mission
Philip Davis	
Sarah Day	
Jo Hargreaves	
Katherine Jackson	
Angie Kehoe	
Gary Lamb	
Richard Long	
Jon Mallett	
Ed Philips	
Adam Seaton	
Gary Sims	
Richard Walker	
David Woods	
Gary Wright	

System Values – Strengths

		System Values																						
		The ability to see, understand and appreciate planning, strategic thinking and issues, conceptual organizing and consistency and conformity.																						
Name		Maintains a strong sense of direction and purpose	Pays attention to inventive thinking	Respecting authority	Respects principles, rules, and property	Sets clear, relevant and realistic goals	Pays Attention To Long Term Goals	Pays attention to the value of established standards	Keeps decisions consistent with beliefs, goals and plans	Emphasizes a common mission	Attentive to short and long range issues s	Makes certain consequences reflect standards	Makes decisions on a proactive basis	Takes time to be creative and inventive	Communicates optimism, vision and purpose	Has strong sense of ambition	Inventive and aware of critical issues	Willing to meet established standards	Emphasizes importance of standards, codes	Maintains commitment to plans and programs	Plans for things not working out as expected	Attends to concrete and conceptual organizing	Builds organized strategies and programs	Open to ideas for solving problems
Philip Davis																								
Sarah Day																								
Jo Hargreaves																								
Katherine Jackson																								
Angie Kehoe																								
Gary Lamb																								
Richard Long																								
Jon Mallett																								
Ed Philips																								
Adam Seaton																								
Gary Sims																								
Richard Walker																								
David Woods																								
Gary Wright																								

Self Values – Strengths

		Self Values																				
		The ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.																				
Name		Maintains a positive attitude toward themselves	Maintains a positive attitude toward the world	Makes an effort to maintain principles in all matters	Accepts responsibility for consequences	Keeps an open mind	Keeps word and personal commitments	Identifies obstacles and ways to overcome them	Puts the interest of team above self interest	Sticks by decisions	Makes commitments they can and are willing to keep	Keeps word and personal commitments	Promotes personal commitment to do what is right	Emphasizes vision, mission and purpose	Is optimistic and believes the best will work out	Promotes responsibility and accountability	Reinforces personal commitment to do one's best	Continuously seeks to improve performance	Total commitment to goals	Promotes confidence things are being taken care of	Accepts responsibility their mistakes	Likely to restrict thinking to narrowly focused, preset prescribed ideas and
Philip Davis																						
Sarah Day																						
Jo Hargreaves																						
Katherine Jackson																						
Angie Kehoe																						
Gary Lamb																						
Richard Long																						
Jon Mallett																						
Ed Philips																						
Adam Seaton																						
Gary Sims																						
Richard Walker																						
David Woods																						
Gary Wright																						

Individual Composite Attitude Survey Results and Top 3 Strengths and Top 3 Development Areas

Phil Davies

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Phil Davis

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (VISIBLE)	CAUTIOUSLY DISCRETE, SKEPTICAL, SELECTIVE, PRESET			
PRACTICAL JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, INVENTIVE, CAUTIOUSLY PRAGMATIC		
SYSTEM JUDGMENT (TRANSITION)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, DOGMATIC, INSISTENT	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)			BALANCED, ATTENTIVE TO INNER SELF WORTH	
ROLE AWARENESS (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, HOLDING PATTERN, FEELS DOUBTS AND QUESTIONS			
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
3.	Personal Commitment, Dedication (Vision, Mission) Sticks by decisions
Top 3 Development Areas	
1.	Being Fair And Consistent (Team Synergy) Does not always see problems from all perspectives
2.	Cooperating And Sharing (Team Synergy) Likely to be too critical about ideas and input from others
3.	Setting Clear Goals (Consistency, Conformity) Tend to set narrowly focused goals which are likely to be idealistic and out of touch

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Sarah Day

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (TRANSITION)	SKEPTICAL, CAUTIOUS, DISCRETE, DOGMATIC, PRESET			
PRACTICAL JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, INVENTIVE, CAUTIOUSLY PRAGMATIC		
SYSTEM JUDGMENT (UNCONVENTIONAL)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)		SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE		
SELF DIRECTION (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
3.	Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas	
1.	Listening, Delegating And Developing (Team Synergy) Is not always clear or direct in their communications
2.	Being Fair And Consistent (Team Synergy) Does not always see problems from all perspectives
3.	Listening, Delegating And Developing (Team Synergy) Likely to give feedback in a critical, negative manner

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Joanna Hargreaves

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)	PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL, PRESET			
PRACTICAL JUDGMENT (CLEAR)				PERCEPTIVE, RESULTS ORIENTED, CONCRETE, PRAGMATIC
SYSTEM JUDGMENT (UNCONVENTIONAL)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, FEELINGS OF INNER SELF DOUBT			
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
3.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
Top 3 Development Areas	
1.	Setting Clear Goals (Consistency, Conformity) Tend to set narrowly focused goals which overlook key priorities
2.	Treating Each Person as Unique And Valuable (Trust) Tends to overlook the importance of making others feel valuable
3.	Cooperating And Sharing (Team Synergy) Likely to be too critical about ideas and input from others

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Katherine Jackson-Soutter

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (VISIBLE)	CAUTIOUSLY PRAGMATIC, DISCRETE, SKEPTICAL, PRESET			
PRACTICAL JUDGMENT (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, RESULTS ORIENTED, PRAGMATIC
SYSTEM JUDGMENT (VISIBLE)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas	
1.	Treating Each Person as Unique And Valuable (Trust) Tends to overlook the importance of making others feel valuable
2.	Cooperating And Sharing (Team Synergy) Likely to be too critical about ideas and input from others
3.	Cooperating And Sharing (Team Synergy) Does not maintain a positive, supportive attitude

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Angie Kehoe

Leadership Screen with Nine Pathways

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, SELECTIVE
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, PRAGMATIC			
SYSTEM JUDGMENT (CLEAR)	PERCEPTIVE, INDIVIDUALISTIC, CAUTIOUS, SKEPTICAL, REACTIVE			

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)			EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT	
SELF DIRECTION (VISIBLE)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
2.	Knowing what is needed to get the job done (Preparation, Tactics) Knows what needs to be done and what can be done
3.	Listening, Delegating And Developing (Team Synergy) Assigns tasks clearly and specifically
Top 3 Development Areas	
1.	Respecting The Rights Of Each Person (Trust) Likely to be too optimistic about others
2.	Learning To Adapt And Grow (Innovation, Change) Have difficulty seeing their mistakes and will likely blame others for their misfortunes
3.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend toward a chip on the shoulder attitude

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Gary Lamb

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, PRESET
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, PRESET		
SYSTEM JUDGMENT (CLEAR)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, ATTENTIVE TO SOCIAL IMAGE, CONFIDENT
SELF DIRECTION (CLEAR)				PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Personal Commitment, Dedication (Vision, Mission) Sticks by decisions
Top 3 Development Areas	
1.	Respecting The Rights Of Each Person (Trust) Likely to be too optimistic about others
2.	Learning To Adapt And Grow (Innovation, Change) Have difficulty seeing their mistakes and will resist change
3.	Treating Each Person as Unique And Valuable (Trust) Likely to try too hard to make others feel valuable

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Richard Long

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, SKEPTICAL		
PRACTICAL JUDGMENT (CLEAR)			PERCEPTIVE, CONCRETE, ORGANIZER, PRAGMATIC, DISCRETE	
SYSTEM JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (CLEAR)			PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Personal Commitment, Dedication (Vision, Mission) Sticks by decisions
Top 3 Development Areas	
1.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend toward a chip on the shoulder attitude
2.	Setting Clear Goals (Consistency, Conformity) Tend to set narrowly focused goals which reflect immediate, results oriented issues
3.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend to stubbornly impose personal standards on world in need of order

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Jon Mallett

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)				PERCEPTIVE, CONCERNED, OPTIMISTIC, AVAILABLE, SELECTIVE
PRACTICAL JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)	SOCIAL/ROLE TRANSITION, QUESTIONING, INDECISIVE, UNCERTAIN			
SELF DIRECTION (CLEAR)				PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
2.	Respecting The Rights Of Each Person (Trust) Promotes autonomy and freedom of action
3.	Personal Commitment, Dedication (Vision, Mission) Sticks by decisions
Top 3 Development Areas	
1.	Setting Clear Goals (Consistency, Conformity) Set personally based goals which can be unrealistic and out of touch
2.	Personal Competence And Confidence (Preparation, Tactics) May have difficulty keeping composure in unexpected or unplanned situations
3.	Optimism, Seeing And Expecting The Best (Vision, Mission) Has a cautious, skeptical attitude toward the world

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Edward Phillips

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, PRESET
PRACTICAL JUDGMENT (CLEAR)	PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL, PRESET			
SYSTEM JUDGMENT (VISIBLE)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF WORTH, FEELS DOUBTS AND QUESTIONS			
ROLE AWARENESS (CLEAR)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT
SELF DIRECTION (CLEAR)		PERCEPTIVE, TRANSITION, HOLDING PATTERN, INDECISIVE		

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Building Confidence And Competence (Trust) Encourages others and provides positive reinforcement
Top 3 Development Areas	
1.	Personal Commitment, Dedication (Vision, Mission) Tends not to reinforce commitment to do one's best
2.	Sense Of Purpose And Meaning (Vision, Mission) Tends not to communicate optimism, vision, purpose
3.	Sense Of Purpose And Meaning (Vision, Mission) Does not always emphasize a common mission

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Adam Seton-Mead

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)				PERCEPTIVE, CONCERNED, OPTIMISTIC, AVAILABLE, SELECTIVE
PRACTICAL JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)		PERCEPTIVE, INDIVIDUALISTIC, CAUTIOUS, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)			BALANCED, ATTENTIVE TO INNER SELF WORTH	
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (CLEAR)		PERCEPTIVE, TRANSITION, HOLDING PATTERN, INDECISIVE		

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Optimism, Seeing And Expecting The Best (Vision, Mission) Is optimistic and believes the best will work out
Top 3 Development Areas	
1.	Setting Clear Goals (Consistency, Conformity) Likely to set goals which are unclear, irrelevant and unrealistic
2.	Personal Discipline (Strategy, Discipline) Likely to be inconsistently focused on goals
3.	Prioritizing actions, setting priorities (Results) Skeptical, hesitant thinking leads them to miss critical issues

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Gary Sims

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, OPTIMISTIC, INTUITIVE, SELECTIVE
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY PRAGMATIC, PRESET			
SYSTEM JUDGMENT (CLEAR)			PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)			PERCEPTIVE, ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT	
SELF DIRECTION (VISIBLE)	TRANSITION, HOLDING PATTERN, INDECISIVE, UNCERTAIN			

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Personal Competence And Confidence (Preparation, Tactics) Has good problem-solving ability
2.	Being Fair And Consistent (Team Synergy) Sets priorities in relationships
3.	Knowing what is needed to get the job done (Preparation, Tactics) Knows what needs to be done and what can be done
Top 3 Development Areas	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Has a skeptical, doubting self-attitude
2.	Sense Of Purpose And Meaning (Vision, Mission) Shifts from confidence to indecision about direction
3.	Personal Commitment, Dedication (Vision, Mission) Does not consistently stick by decisions

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Richard Walker

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (UNCONVENTIONAL)			PERCEPTIVE, SENSITIVE, CONCERNED, CAUTIOUSLY OPTIMISTIC	
PRACTICAL JUDGMENT (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, RESULTS ORIENTED, PRAGMATIC
SYSTEM JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, REACTIVE			

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)		INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES		
ROLE AWARENESS (CLEAR)		SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE		
SELF DIRECTION (CLEAR)				PERCEPTIVE, PERFECTIONISTIC, IDEALISTIC, PERSISTENT, INSISTENT

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
3.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
Top 3 Development Areas	
1.	Listening, Delegating And Developing (Team Synergy) Is not always clear or direct in their communications
2.	Personal Discipline (Strategy, Discipline) Stubbornly committed to personal goals
3.	Setting Clear Goals (Consistency, Conformity) Tend to set narrowly focused goals which reflect immediate, results oriented issues

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

David Woods

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)	PERCEPTIVE, CAUTIOUSLY DISCRETE, SKEPTICAL, PRESET			
PRACTICAL JUDGMENT (CLEAR)		PERCEPTIVE, CAUTIOUSLY PRAGMATIC, DISCRETE, PRESET		
SYSTEM JUDGMENT (TRANSITION)				PERFECTIONISTIC, IDEALISTIC, STRUCTURED, DOGMATIC, INSISTENT

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT
SELF DIRECTION (VISIBLE)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
3.	Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas	
1.	Respecting The Rights Of Each Person (Trust) Likely to not be sensitive enough to others
2.	Treating Each Person as Unique And Valuable (Trust) Tends to overlook the importance of making others feel valuable
3.	Treating Each Person as Unique And Valuable (Trust) Tends to not pay enough attention to the needs and concerns of others

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Gary Wright

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)				KEENLY PERCEPTIVE, CAUTIOUSLY OPTIMISTIC, AVAILABLE
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY DISCRETE, PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, SKEPTICAL, REACTIVE		

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)		SOCIAL/ROLE TRANSITION, QUESTIONING, DISSATISFIED, INDECISIVE		
SELF DIRECTION (VISIBLE)	TRANSITION, HOLDING PATTERN, INDECISIVE, UNCERTAIN			

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Personal Competence And Confidence (Preparation, Tactics) Has good problem-solving ability
2.	Being Fair And Consistent (Team Synergy) Sets priorities in relationships
3.	Acting As A Change Agent And Risk Taker (Innovation, Change) Knows when to take risks and chances
Top 3 Development Areas	
1.	Optimism, Seeing And Expecting The Best (Vision, Mission) Has a skeptical, doubting self-attitude
2.	Sense Of Purpose And Meaning (Vision, Mission) Shifts from confidence to indecision about direction
3.	Respecting Authority, Rules And Codes (Consistency, Conformity) Tend toward a chip on the shoulder attitude

Team Dynamics Innovative Problem Solving Heatmaps
 Problem Definition and Solution Finding Skills

Name	Problem Definition Skills										Solution Finding Skills																	
	Figuring out the problem to work on, collecting facts, identifying key facts, generating related problem statements, and collecting the best problem statement to meet goals.										Looking at the problem from different points of view, generating a wide range of possible solutions, selecting solutions based on specific criteria.																	
	Evaluate problems from a variety of perspectives	Accept responsibility for the consequences of his/her personal actions	Pay attention to what needs to be done	Make decisions on a proactive basis	See problems before they hit them in the face	Be inventive and aware of critical issues	Think ahead about problems and solutions	Identify both crisis issues and minor problems	Discover what is causing problems	Set challenging and attainable goals	Build organized strategies and programs	Be attentive to long and short term goals	Respect principles, rules, and property	Know what needs to be done and what can be done	Know when to take risks and chances	Pay attention to inventive thinking	Use inventive thinking without losing perspective	Take time to be creative and inventive	Be open to ideas for solving problems	Translate priorities into decisions	Set priorities that will integrate all needs	Keep decisions consistent with beliefs, goals and plans	Have a personal commitment to do what is right	Stick by decisions	Be open to the ideas and suggestions of others	Be willing to listen to others' opposing points of view	Suggest improvement and adjustments in a positive	Be attentive to consequences of solutions
Philip Davis	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Sarah Day	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Jo Hargreaves	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Katherine Jackson-soutter	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Angie Kehoe	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Gary Lamb	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Richard Long	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Jon Mallett	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Ed Phillips	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Adam Seton-Mead	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Gary Sims	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Richard Walker	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
David Woods	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
Gary Wright	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red

Implementation and Teamwork Skills

Name	Implementation Skills													Teamwork Skills																				
	Translating solutions into action steps which include selling and getting approvals for solutions, testing, measuring and fully implementing the solutions, making adaptations as required.													Using and contributing diverse perspectives, assisting one another to be more effective problem solvers, building individual and team strength while recognizing and affirming both contribution and success.																				
	Assign tasks clearly and specifically	Be willing to keep the commitments they make to others	Be responsible and accountable for their own actions	Be willing to do whatever it takes to accomplish goals	Be realistic and honest with self about what they can or are willing to do	Stay on track until the task is completed	Identify obstacles and ways to overcome them	Track the success and failure of decisions	Monitor progress to keep things on schedule	Plan for things not working out as expected	Know what is needed to support decisions	Make an effort to keep things on schedule	Know the time needed to complete tasks	Emphasize importance of standards and codes	Set realistic standards and expectations	Build strategies for crisis intervention	Have good problem solving ability	Be open to their own mistakes and willing to change	Continually seek to improve performance	Keep an open mind	Promote confidence in others to take risks	Put the interests of the team/company above selfish	Seek feedback from others to improve performance	Communicate optimism, vision and purpose	Have a sense of optimism and a belief that things will work out	Embrace and reinforce the value of sharing and cooperation	Provide feedback in a positive manner	Deal with conflicting issues in a positive manner	Be sensitive to the needs, concerns, and attitudes of others	Develop and maintain trust from others	Help others to have the confidence to take risks	Be open to listening to others' views without personal bias		
Philip Davis	Green	Red	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	
Sarah Day	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	
Jo Hargreaves	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
Katherine Jackson-soutter	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
Angie Kehoe	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
Gary Lamb	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	
Richard Long	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Jon Mallett	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Ed Phillips	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Adam Seton-Mead	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Gary Sims	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Richard Walker	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
David Woods	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Gary Wright	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Levels 3,2,1,

Team Leadership Dynamics Heatmaps

Key to Heatmaps



People Values

People Values	
The ability to make sound and objective decisions about others and to build relationships.	
Name	
	Sets priorities in relationships
	Promotes independence and freedom of choice
	Assigns tasks clearly and specifically
	Deals with conflicting issues in a positive manner
	Evaluates problems from all perspectives
	Reinforces the value of cooperation and sharing
	Keeps communications clear and to the point
	Helps people to have the confidence to take risks
	Makes an effort to be pleasant, courteous and tactful
	Open to ideas and input from others
	Makes certain that each person knows what is expected
	Tends to not pay enough attention to the needs and concerns of others
	Tends to overlook the importance of making others feel valuable
	May not always treat others fairly and consistently
	Likely to have critical, negative biases against others
	Likely to give feedback in a critical, negative manner
	Does not always see problems from all perspectives
	Does not maintain a positive, supportive attitude
	Will likely be too optimistic about others
	Is not always clear or direct in their communications
	Likely to not be sensitive enough to others
Kathlin Baty	
Tim Fenton	
Toni Harrison	

Task Values

Task Values	
The ability to see and understand what is happening in a practical, concrete manner.	
Name	
Kathlin Baty	
Tim Fenton	
Toni Harrison	
	Knows what needs to be done and what can be done
	Good sense of time and timing
	Takes care of daily detail work
	Finds out what is causing problems
	Can be counted on in good times and bad
	Is honest with themselves about what they can do
	Willing to do whatever it takes to accomplish goals
	Knows what is needed to support decisions
	Gets things done
	Stays on track until the task is complete
	Tracks the success and failure of decisions
	Monitors progress to keep things on schedule
	Promotes confidence to take risks
	Responds to immediate problems quickly
	Builds strategies for crisis intervention
	Dogmatic, perfectionistic can cause them to miss immediate, practical
	Have difficulty deciding when to stop evaluating consequences and take
	Too cautious and worried about making the right decision to take risks
	Tend to be so focused on analysis that they miss crucial issues or leave problems unsolved
	Tend to be insistent about implementing inventive ways of doing things
	Has difficulty changing directions and shifting focus
	Sets priorities which are idealistic and limited
	Focused thinking can lead them to miss major issues and treat minor
	Will likely spend too much time and energy analyzing causes for problems

System Values

System Values	
The ability to see, understand and appreciate planning, strategic thinking and issues, conceptual organizing and consistency and conformity.	
Name	
Kathlin Baty	Maintains a strong sense of direction and purpose Pays attention to inventive thinking Sets clear, relevant and realistic goals Pays attention to the value of established standards Emphasizes a common mission Builds organized strategies and programs Makes certain consequences reflect standards Makes decisions on a proactive basis Takes time to be creative and inventive Communicates optimism, vision and purpose Willing to meet established standards Emphasizes importance of standards, codes Maintains commitment to plans and programs Makes certain consequences reflect standards Tend to spend too much time and energy on backup plans Tend to set challenging but inconsistent and unrealistic goals Tend to set challenging but unrealistic goals Tend to set narrowly focused goals which are likely to be idealistic and out of touch Tend to set narrowly focused goals which overlook key priorities Tend toward A narrow, stubborn insistence on obeying rules and authority Stubborn insistence on their goals regardless Insist on total compliance with standards, strictly by the book Too stubbornly focused and perfectionistic to be open to individualistic Too stubbornly focused and impatient to identify crucial issues Tend to too concerned about identifying consequences priorities to making decisions
Tim Fenton	
Toni Harrison	

Self Values

Self Values	
The ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.	
Name	
Kathlin Baty	Maintains a positive attitude toward themselves Maintains a positive attitude toward the world Makes an effort to maintain principles in all matters Accepts responsibility for consequences Keeps word and personal commitments Identifies obstacles and ways to overcome them Puts the interest of team above self interest Sticks by decisions Makes commitments they can and are willing to keep Keeps word and personal commitments Promotes personal commitment to do what is right Emphasizes vision, mission and purpose Pays attention to doing the right thing Consistently emphasizes responsible choice Susceptible to fear of success or failure, to not measuring up to Stubbornly committed to goals Stick by decisions, even when they are wrong Have difficulty seeing their mistakes and will resist change Focused, idealistic thinking can lead them to overlook obstacles Likely to restrict thinking to idealistic, unrealistic ideas and expectations Black and white, dogmatic insistence toward doing things right Will restrict options for improvement to a narrow, preset prescribed range Likely to put off asking for help or feedback
Tim Fenton	
Toni Harrison	

Individual Composite Attitude Survey Results and Top 3 Strengths and Top 3 Development Areas

Kathlin Baty

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Kathlin Baty

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (TRANSITION)	SKEPTICAL, CAUTIOUS, DISCRETE, DOGMATIC, PRESET			
PRACTICAL JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC, ORIGINAL, INVENTIVE, SKEPTICAL, PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)			EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT	
SELF DIRECTION (TRANSITION)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
3.	Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas	
1.	Treating Each Person as Unique And Valuable (Trust) Tends to overlook the importance of making others feel valuable
2.	Cooperating And Sharing (Team Synergy) Likely to be too critical about ideas and input from others
3.	Treating Each Person as Unique And Valuable (Trust) Tends to not pay enough attention to the needs and concerns of others

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Tim Fenton

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CLEAR)		PERCEPTIVE, CAUTIOUSLY DISCRETE, SKEPTICAL, PRESET		
PRACTICAL JUDGMENT (CRYSTAL CLEAR)	KEENLY PERCEPTIVE, CAUTIOUSLY PRAGMATIC, PRESET			
SYSTEM JUDGMENT (CRYSTAL CLEAR)				PERFECTIONISTIC, IDEALISTIC, PROACTIVE, INTERACTIVE, ANALYTICAL

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (CLEAR)				EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT
SELF DIRECTION (VISIBLE)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Optimism, Seeing and Expecting The Best (Vision, Mission) Maintains a positive attitude toward the world
2.	Listening, Delegating And Developing (Team Synergy) Assigns tasks clearly and specifically
3.	Knowing what is needed to get the job done (Preparation, Tactics) Knows what is needed to support decisions
Top 3 Development Areas	
1.	Respecting The Rights Of Each Person (Trust) Likely to not be sensitive enough to others
2.	Learning To Adapt And Grow (Innovation, Change) Have difficulty seeing their mistakes and will resist change
3.	Treating Each Person as Unique And Valuable (Trust) Tends to overlook the importance of making others feel valuable

The Composite Attitude Survey

The Axiometrics® Integrated View of Thinking

Toni Harrison

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (TRANSITION)	SKEPTICAL, CAUTIOUS, DISCRETE, DOGMATIC, PRESET			
PRACTICAL JUDGMENT (UNCONVENTIONAL)		INDIVIDUALISTIC, ORIGINAL, INVENTIVE, CAUTIOUSLY PRAGMATIC		
SYSTEM JUDGMENT (UNCONVENTIONAL)			PERFECTIONISTIC, STRUCTURED, IDEALISTIC, ANALYTICAL	

- EMPATHY: The ability to see and accept others as they are.
- PRACTICAL JUDGMENT: The ability to see and appreciate practical, functional, and material values.
- SYSTEM JUDGMENT: The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (VISIBLE)	INATTENTIVE TO INNER SELF, TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)			EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGE; OVER CONFIDENT	
SELF DIRECTION (TRANSITION)			PERFECTIONISTIC, IDEALISTIC, DOGMATIC, PERSISTENT, INSISTENT	

- SELF ESTEEM: The ability to see and accept oneself as a unique and individual person.
- ROLE AWARENESS: The ability to see and appreciate one's role and/or social contribution.
- SELF DIRECTION: The ability to see where one ought to go and to feel a strong sense of persistence.

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Leadership Screen with Nine Pathways

Top 3 Core Strengths	
1.	Respecting The Rights Of Each Person (Vision, Mission) Maintains a strong sense of direction and purpose
2.	Optimism, Seeing And Expecting The Best (Vision, Mission) Maintains a positive attitude toward themselves
3.	Walking The Walk, Keeping Promises (Integrity) Accepts responsibility for consequences
Top 3 Development Areas	
1.	Listening, Delegating And Developing (Team Synergy) Is not always clear or direct in their communications
2.	Respecting The Rights Of Each Person (Trust) Likely to not be sensitive enough to others
3.	Being Fair And Consistent (Team Synergy) May not always treat others fairly and consistently

Team Dynamics Innovative Problem Solving Heatmaps
 Problem Definition and Solution Finding Skills

		Problem Definition Skills											Solution Finding Skills																
		Figuring out the problem to work on, collecting facts, identifying key facts, generating related problem statements, and collecting the best problem statement to meet goals.											Looking at the problem from different points of view, generating a wide range of possible solutions, selecting solutions based on specific criteria.																
Name		Evaluate problems from a variety of perspectives	Accept responsibility for the consequences of his/her personal actions	Pay attention to what needs to be done	Make decisions on a proactive basis	See problems before they hit them in the face	Be inventive and aware of critical issues	Think ahead about problems and solutions	Identify both crisis issues and minor problems	Discover what is causing problems	Set challenging and attainable goals	Build organized strategies and programs	Be attentive to long and short term goals	Respect principles, rules, and property	Know what needs to be done and what can be done	Know when to take risks and chances	Pay attention to inventive thinking	Use inventive thinking without losing perspective	Take time to be creative and inventive	Be open to ideas for solving problems	Translate priorities into decisions	Set priorities that will integrate all needs	Keep decisions consistent with beliefs, goals and plans	Have a personal commitment to do what is right	Stick by decisions	Be open to the ideas and suggestions of others	Be willing to listen to others' opposing points of view	Suggest improvement and adjustments in a positive	Be attentive to consequences of solutions
Tim Fenton																													
Toni Harrison																													
Kathlin Baty																													

Implementation and Teamwork Skills

		Implementation Skills															
		Translating solutions into action steps which include selling and getting approvals for solutions, testing, measuring and fully implementing the solutions, making adaptations as required.															
Name		Assign tasks clearly and specifically	Be willing to keep the commitments they make to others	Be responsible and accountable for their own actions	Be willing to do whatever it takes to accomplish goals	Be realistic and honest with self about what they can or are willing to do	Stay on track until the task is completed	Identify obstacles and ways to overcome them	Track the success and failure of decisions	Monitor progress to keep things on schedule	Plan for things not working out as expected	Know what is needed to support decisions	Make an effort to keep things on schedule	Know the time needed to complete tasks	Emphasize importance of standards and codes	Set realistic standards and expectations	Build strategies for crisis intervention
Tim Fenton																	
Toni Harrison																	
Kathlin Baty																	

		Teamwork Skills															
		Using and contributing diverse perspectives, assisting one another to be more effective problem solvers, building individual and team strength while recognizing and affirming both contribution and success.															
Name		Have good problem solving ability	Be open to their own mistakes and willing to change	Continually seek to improve performance	Keep an open mind	Promote confidence in others to take risks	Put the interests of the team/company above selfish	Seek feedback from others to improve performance	Communicate optimism, vision and purpose	Have a sense of optimism and a belief that things will work out	Embrace and reinforce the value of sharing and cooperation	Provide feedback in a positive manner	Deal with conflicting issues in a positive manner	Be sensitive to the needs, concerns, and attitudes of others	Develop and maintain trust from others	Help others to have the confidence to take risks	Be open to listening to others' views without personal bias
Tim Fenton																	
Toni Harrison																	
Kathlin Baty																	

16 COMMUNICATION STYLES

Personal – Valuing “gut feel”

Personal Personal

- Makes decisions by focusing energy on turning intuitive feelings in to action
- They don't need to lean on reasoning, planning, evidence or design
- Their hunches are enough for them

Personal Practical

- Makes Decision on their intuition, but only when they have alternatives
- They plan, but only after they have decided what to do based on intuition.
- They tend to enlist the aid of others to help them create solutions to problems their hunches uncover for them.

Personal Proactive

- They will rely on an action strategy as well as intuition in order to decide.
- They build goals and plans, around what their intuition tells them is important and leave the detailed work for others
- They get things done by concentrating on individual steps

Personal Structured

- Values intuition, but this person's focus is on their personal commitment to a mission
- Mission-oriented, building a strategy for fulfilling their commitment
- Only when they feel things are "right" do they decide what to do.
- Planning is necessary, not just important

Practical – Valuing the pragmatic

Practical Personal

- Decide when they have translated feelings into workable alternatives.
- Feel strongly about a direction and decide what needs to be done by evaluating the alternative steps.
- Focus is on the immediate needs of the situation, not on some future state.

Practical Practical

- Wants to see results
- Generate and evaluate workable alternatives
- Feeling an urgency not just to act, but also to get things accomplished,
- they think planning is only important if it points to getting things done.

Practical Proactive

- Focused on logistics
- They learn from experience what will work and evaluate alternatives to obtain their objectives.
- Consider planning necessary, but they are not interested in being thorough with it
- Impatient with detail.

Practical Structured

- Interested in options for acting, but will see them in the light of goals, not just immediate results.
- Make decisions that will translate into strategies, not just tactics or logistics
- They feel planning is not only important but is necessary to create results.

Structured – Valuing rules and order

Structured Personal

- Sees goals and plans as a response to problems they identify with.
- Analyze problems, then build goals and strategies
- Think goals through before things they will activate their plan

Structured Practical

- Feels plans should focus not on personal mission but on taking action.
- Evaluate alternatives according to how they will accomplish their plans and strategies and are ready to decide and act only after they have completed their action plans.

Structured Proactive

- Plans for actions and consequences
- Focus is on successful action
- Move forward only when they are convinced that options maximize their chances for success
- Develop additional alternatives ensuring success

Structured Structured

- Interested in planning plans
- Take pre-established plans and measure alternatives for action against them.
- Planning for them is not just important but necessary and must be done before there can be action.
- Makes sure plan is followed

Unconventional – Valuing the Uncommon

Unconventional Personal

- Makes decisions only when they can see an option from a unique perspective.
- They listen to their hunches and then focus on the novel and creative.
- Spontaneity and creativity are important
- Planning can be important but not when it interferes with innovation.

Unconventional Practical

- They are less apt to lean on gut feel, and more apt to generate practical alternatives
- Ideas will be ones that offer a unique, creative approach to problems.
- They concentrate on getting things done, in a creative and individualistic manner.

Unconventional Proactive

- Planning is vital but for creativity
- Basis decision making on creative plans and strategies.
- In planning how to get things done, they focus on those things that allow them to respond spontaneously and uniquely.

Unconventional Structured

- Creative plan is more important than the planned creative action.
- Focus is on creative, innovative ideas.
- They will make a decision when a plan is built for actualizing their creative ideas.
- Planning provides a means for evaluating action steps that become part of the plan.

ISTAR - 16 COMMUNICATION STYLES

PERSONAL – Valuing “gut feel”	PRACTICAL– Valuing the pragmatic	STRUCTURED – Valuing rules and order	UNCONVENTIONAL – Valuing the Uncommon
<p>Personal Personal</p>	<p>Practical Personal</p>	<p>Structured Personal</p>	<p>Unconventional Personal</p> <ul style="list-style-type: none"> ➤ Mallett, Jon ➤ Seton-Mead, Adam ➤ Wright, Gary
<p>Personal Practical</p>	<p>Practical Practical</p>	<p>Structured Practical</p>	<p>Unconventional Practical</p> <ul style="list-style-type: none"> ➤ Gordon, Ash ➤ Walker, Richard ➤ Long, Richard
<p>Personal Proactive</p> <ul style="list-style-type: none"> ➤ Mayfield, Allison ➤ Sweeney, Terry ➤ Willis, Alistair ➤ Kehoe, Angie ➤ Lamb, Gary ➤ Phillips, Ed ➤ Sims, Gary 	<p>Practical Proactive</p> <ul style="list-style-type: none"> ➤ Heath, Nick ➤ Jackson-soutter, Katherine 	<p>Structured Proactive</p>	<p>Unconventional Proactive</p> <ul style="list-style-type: none"> ➤ Nevin, Sonia ➤ Saul, Pete Gp Capt ➤ <u>Christin</u>, Bill ➤ Day, Sarah ➤ Davis, Philip ➤ Hargreaves, Jo ➤ Baty, Kathlin ➤ Harrison, Toni
<p>Personal Structured</p> <ul style="list-style-type: none"> ➤ Bennett, Neil Gp Capt ➤ Fortune, Josh ➤ Hunt, Mark Air Cdre 	<p>Practical Structured</p>	<p>Structured <u>Structured</u></p> <ul style="list-style-type: none"> ➤ Long, Stuart ➤ Woods, David ➤ Fenton, Tim 	<p>Unconventional Structured</p>

Key: Military, L5, L4, L3, L2, L1

NINE LEARNING STYLES

	LEARNING STYLE	FOCUSES ON	CREATES BY	ACTS	IS MOTIVATED BY	LEARNS BY
INITIATIVE	FEELER-FEELER	Unique experience	Getting a gut sense and absorbing ideas from around them	<ul style="list-style-type: none"> ➤ Spontaneously ➤ Enthusiastically ➤ With concern for others 	<ul style="list-style-type: none"> ➤ Anything that grabs their interest ➤ Spending time with people 	<ul style="list-style-type: none"> ➤ Absorbing rather than analyzing experience ➤ Gut feel ➤ Immersing oneself in a situation
	FEELER-DOER	Helping people solve problems	Getting a gut sense of what the issues are and then using common sense	<ul style="list-style-type: none"> ➤ Impulsively spontaneously ➤ With feeling 	<ul style="list-style-type: none"> ➤ Helping others ➤ Getting involved in things ➤ Getting involved with people 	<ul style="list-style-type: none"> ➤ Experiencing something ➤ Talking with others ➤ Emotional involvement
	FEELER-THINKER	Being attentive to others and living according to principle	Using hunches to decide what is "right" to do	<ul style="list-style-type: none"> ➤ Hesitant until they feel something is right ➤ Impulsive when feels right, ➤ To fulfil a "mission" 	<ul style="list-style-type: none"> ➤ Standing up for what is "right" ➤ Activities that have "meaning" and are supported by those they respect 	<ul style="list-style-type: none"> ➤ Seeing how things relate to "big picture" ➤ Matching what they think with what they feel ➤ Studying someone they respect
PRACTICAL	DOER-FEELER	Doing something new	Using gut feel to figure out practical alternatives	<ul style="list-style-type: none"> ➤ Quickly ➤ Pragmatically ➤ Reactively 	<ul style="list-style-type: none"> ➤ Making an immediate impact ➤ Avoiding routine ➤ Solving an immediate problem 	<ul style="list-style-type: none"> ➤ Focus on "how", not "why" ➤ Taking action and getting feedback ➤ Working with others
	DOER-DOER	Action	Using street sense or common sense	<ul style="list-style-type: none"> ➤ In response to external stimulus ➤ Erratically ➤ Quickly 	<ul style="list-style-type: none"> ➤ Being competitive ➤ Fixing things ➤ Taking care of things 	<ul style="list-style-type: none"> ➤ Trying things ➤ Comparing self with others
	DOER-THINKER	Getting things done in an organized way	Exploring reasons and causes as well as facts in order to set objectives	<ul style="list-style-type: none"> ➤ Deliberately ➤ Logically ➤ With results in mind 	<ul style="list-style-type: none"> ➤ Achieving practical goals ➤ Doing what makes sense ➤ Solving problems efficiently 	<ul style="list-style-type: none"> ➤ Setting measures ➤ Working an idea into something concrete ➤ Focus on what, how, and why
CONCEPTUAL	THINKER-FEELER	Building plans which take experience into account	Choosing options which reflect personal plans and mission	<ul style="list-style-type: none"> ➤ After establishing purpose ➤ On behalf of personal goals ➤ On what is meaningful 	<ul style="list-style-type: none"> ➤ Reflection on personal goals ➤ Making plans ➤ Developing programs 	<ul style="list-style-type: none"> ➤ Setting learning goals ➤ Identifying the meaningfulness of what is to be learned ➤ Verbalizing the learnings in some way
	THINKER-DOER	Helping people solve problems	Setting a practical objective and developing an action plan	<ul style="list-style-type: none"> ➤ On purpose ➤ Deliberately ➤ When the appropriate conditions exist 	<ul style="list-style-type: none"> ➤ Perfecting plans ➤ Exploring theories ➤ Diagramming and charting 	<ul style="list-style-type: none"> ➤ Applying rules ➤ Thorough research ➤ Translating ideas into action
	THINKER-THINKER	Being attentive to others and living according to principle	Following rules of order and rightness	<ul style="list-style-type: none"> ➤ After much reflection ➤ When a perfect solution is determined ➤ When their mental model connects the details 	<ul style="list-style-type: none"> ➤ Building charts and models ➤ Reading and thinking 	<ul style="list-style-type: none"> ➤ Translating ideas into models ➤ Following a string of abstract logic ➤ Building definitions

ISTAR LEARNING STYLES

	LEARNING STYLE	MILITARY	LEVEL 5	LEVEL 4	LEVEL 3, 2, 1
INITIATIVE	FEELER-FEELER				
	FEELER-DOER				
	FEELER-THINKER	<ul style="list-style-type: none"> ➤ Fortune, Josh ➤ Mayfield, Allison ➤ Sweeney, Terry 	<ul style="list-style-type: none"> ➤ Willis, Alistair 	<ul style="list-style-type: none"> ➤ Kehoe, Angie ➤ Lamb, Gary ➤ Mallett, Jon ➤ Phillips, Ed 	<ul style="list-style-type: none"> ➤ Seton-Mead, Adam ➤ Sims, Gary ➤ Wright, Gary
PRACTICAL	DOER-FEELER				
	DOER-DOER				
	DOER-THINKER	<ul style="list-style-type: none"> ➤ Saul, Pete Gp Capt 	<ul style="list-style-type: none"> ➤ Chrispin, Bill ➤ Gordon, Ash ➤ Heath, Nick 	<ul style="list-style-type: none"> ➤ Davis, Philip ➤ Hargreaves, Jo ➤ Jackson-soutter, Katherine 	<ul style="list-style-type: none"> ➤ Long, Richard ➤ Walker, Richard
CONCEPTUAL	THINKER-FEELER	<ul style="list-style-type: none"> ➤ Bennett, Neil Gp Capt ➤ Hunt, Mark Air Cdre ➤ Nevin, Sonia 			
	THINKER-DOER		<ul style="list-style-type: none"> ➤ Long, Stuart 	<ul style="list-style-type: none"> ➤ Woods, Dave 	<ul style="list-style-type: none"> ➤ Baty, Kathy ➤ Harrison, Toni
	THINKER-THINKER			<ul style="list-style-type: none"> ➤ Day, Sarah 	

Appendices

A. The Definition and Origins of Axiology

Axiology is the science of value. The word Axiology is derived from two Greek roots 'axios' (which means value) and 'logos' (theory) – hence it is the theory of value. There are two different and distinct areas of axiology, the philosophical and the formal. Aristotle can be regarded as the father of philosophical axiology.

Formal Axiology - Value Mathematics

Dr Robert S. Hartman (1910 – 1973) is regarded as the father of modern value science or Formal Axiology. He theorised that the primary difference between natural order and moral disorder lay in the mathematics which orders the natural world. He discovered that all value has scientific order based on transfinite mathematical sets. In doing so, he identified the principles which may order and structure not only our moral decisions, but all our value judgements. There are applications in psychology, sociology, psychiatry, law, theology, political science, finance, and decision theory.

Foundations of Formal Axiology

According to Hartman's system "value" is a phenomena or concept, and the value of anything is determined by the extent to which it meets the intent of its meaning. For example: a chair that has all of the natural properties contained within the definition of chair is by definition a "good chair." A chair that has only a few of the natural properties contained within the definition of a chair is by definition a "less than good" or "not as good" chair, a fair chair, a poor chair, etc.

A "good chair," according to Hartman, fulfils the intention of its definition. Given that premise, Hartman's theories set forth a system of mathematics to establish and prove the accuracy and utility of his theories.

Hartman discovered that every concept has three dimensions and that every concept has the following types of value:

1. The value of its uniqueness.
2. The value of its function or role.
3. The value of its meaning and purpose.

These three "Dimensions of Value" are referred to as the following concepts:

1. Intrinsic Value—the capacity for discerning values concerning uniqueness and individuality.

2. Extrinsic Value—the capacity for discerning role, function and practicality.
3. Systemic Value—the capacity for discerning values concerning meaning, purpose, order and system.

Three Value Dimensions – The World and The Self

Hartman developed a tool to understand and report on human thinking and evaluation. He realised we actually apply the three value dimensions in two ways

- Everything we see outside of ourselves he called The World
- Everything relating to our inner thinking he referred to as The Self

The diagram shows the three value dimensions across World and Self View.

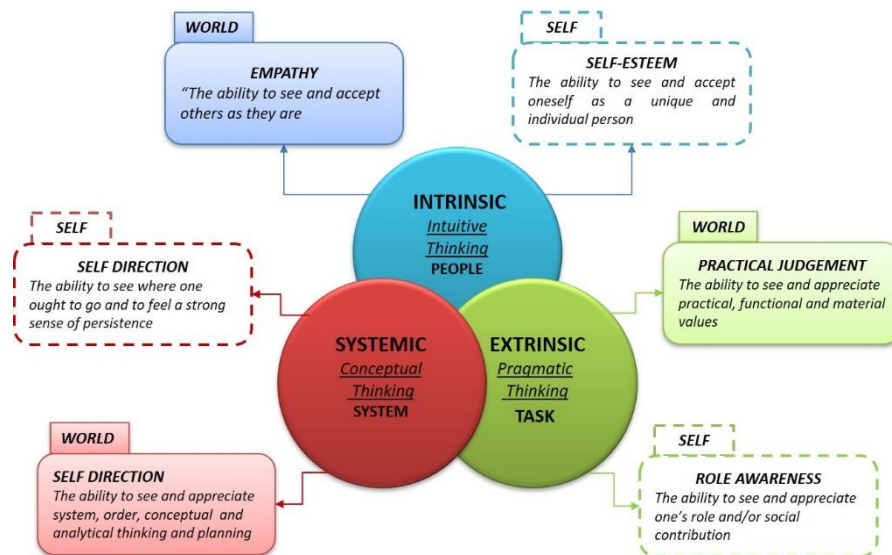


Figure 1 The three dimensions of value

Hartman's 3 Dimensions of Value

Let's illustrate the difference between these three dimensions of value by using each one to describe a smartphone.

- **Intrinsic Value**
The smartphone signifies to the world that you are part of modern society, you want to stay in touch with your friends, share your life with them, comment on their lives. You cherish the satisfaction of getting a status update and playing the latest games with friends. You feel lost without your smartphone
- **Extrinsic Value**
This smartphone is an item of communication, value £500, beveled edges, sized to fit your palm, shiny colour
- **Systemic Value**
The smartphone is a communications device based on cellular radio technology.

What does Axiometrics do?

It accurately measures cognitive processes and delivers a rich perspective in human behaviour. It does this ethically and with near-instant results. Axiometrics provides an unprecedented aid to understanding human capacities in individual, societal and organisational constructs. It identifies the values and valuing system upon which an individual bases their decisions. It identifies their skills, talent, “access to talent” and attitude within a specific environment. It gives a root cause understanding of behaviour and talent. It reveals aspects of their sub-conscious.

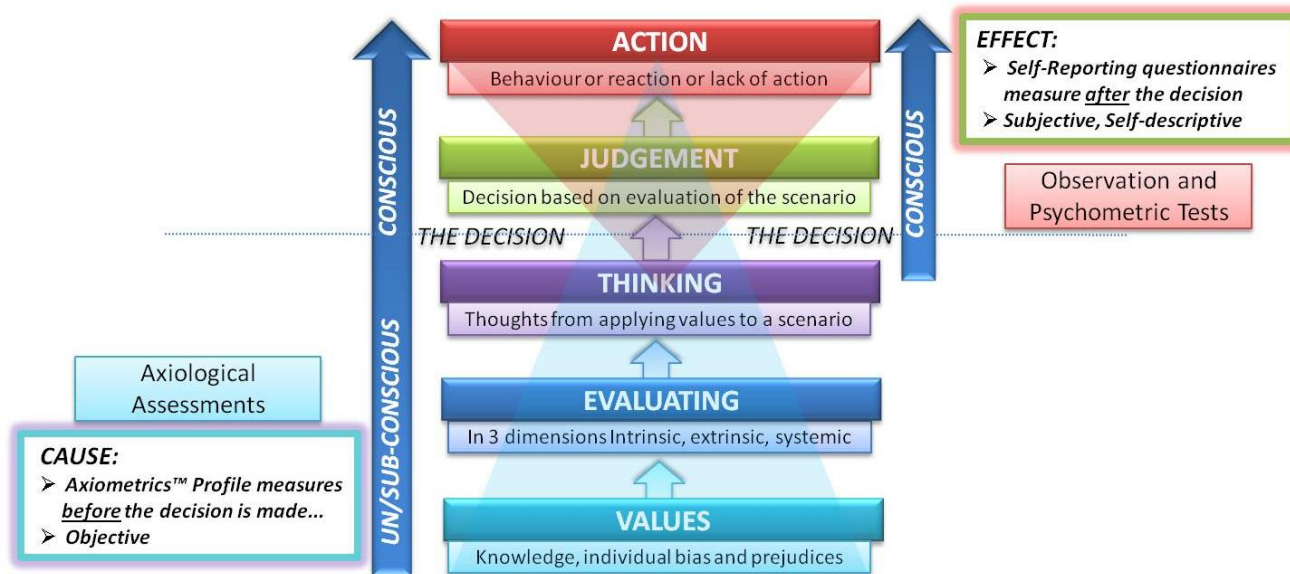
Measuring before a decision is made

Measuring personality, behaviour, or style, is like taking a digital photograph of a person. You can measure them on the outside—but you can only guess what's really going on inside. It's like judging a book by its cover. Observing behaviour may give you some clues about how an applicant might fit certain roles, however it's what personality and behaviour doesn't tell you that causes expensive hiring mistakes. Mistakes you would never make if you could only peel back the cover and the layers and see what's going on inside. What if, instead of a digital photo, you had an X-Ray? What if you could really see what was going on inside? What if you could directly measure exactly what you need to know about someone? The Axiometrics™ profile is this X-Ray, enabling us to identify the internal valuing systems that influence our perceptions, decisions and actions - allowing us to clearly understand "why" we do what we do! Performance is all about making the right decisions! To make a decision, your mind takes four critical steps which are: Perceive, Associate, Analyse, Decide.

Conventional behaviour assessments measure only post-decision. This misses the hidden variables - the real reasons a person will or will not, or can or cannot perform. The Axiometrics™ profile measures what's going on before the decision is made. It measures how a job candidate thinks

and how they make a decision. Failing to measure all four of these variables leads to missing information that would enable an accurate prediction of performance.

Process from Valuing to Action



Important: Looking at the process ask yourself this:
 1) Just because I think something do I always act or behave on it?
 2) Where does Axiometrics™ measure in this process and where do personality/behaviour questionnaires measure?

A person's behaviour will always be consistent with their thinking pattern but will not always reveal it. Just because we hold a value or make a judgement does not mean we will act on it in every situation

Important: Looking at the process ask yourself this:

- i) Just because I think something do I always act or behave on it?

ii) Where does Axiometrics™ test in this process and where do other personality questionnaires measure?

A person's behaviour will always be consistent with their thinking pattern but will not always reveal it. Just because we hold a value or make a judgement does not mean we will act on it in every situation.

Merriam – Webster Dictionary (US)

Analytical	skilled in or using analysis especially in thinking or reasoning
Available	present or ready for immediate use; can be easy to communicate or deal with; capable of being influenced; qualified or willing to do something or to assume a responsibility
Balanced	prudently watchful and discreet in the face of danger or risk; the exercise of forethought usually prompted by fear of danger; circumspect suggests less fear and stresses the surveying of all possible consequences before acting or deciding
Concrete	naming a real thing or class of things; characterized by or belonging to immediate experience of actual things or events; focus on details, properties, function
Confident	having or showing conviction that one can achieve
Critical	inclined to look for and point out faults and defects;
Demanding	tryingly or unremittingly severe in making demands; may require careful attention and precision
Discreet	discernment; preserving prudent silence; exercising caution
Preset	having expectations before experiencing; applying automatic standards
Dissatisfied	lack of satisfaction; not pleased or settled
Dogmatic	characterized by or given to the expression of opinions very strongly or positively as if they were facts; holding a point of view or tenet without adequate grounds; clinging to a view excessively

Doubts	lack of confidence; distrust; uncertainty
Holding	a state of waiting or suspended activity or progress; hesitance to make decisions or push
Idealistic	possessing a standard of perfection, beauty, or excellence; forming ideals to guide their approach to the world and themselves
Inattentive	not paying attention, low focus
Inconsistent	lacking consistency; not compatible with previous decisions or concepts; uneven motivation, confidence
Indecisive	uncertain how to act or proceed; indecision
Individualistic	Independent course of thought or action; prefers own, often unique way of processing the world
Insistent	compelling attention; to be emphatic, firm, or resolute about something intended, demanded, or required; take a stand
Interactive	integrates multiple levels of thinking
Intuitive	quick and ready insight; immediate apprehension or cognition; power or faculty of attaining direct knowledge or cognition without evident rational thought and inference; “gut feel”
Inventive	power or ability to create; productive imagination; generates novel ideas and options
Optimistic	a sense that this world is the best possible world; an inclination to put a favourable construction upon actions and events or to anticipate a good possible outcome
Organizer	to form into a coherent unity or functioning whole; integrate;

Original	fresh initiative or inventive capacity; unique or eccentric concepts and options
Perceptive	discerning; observant; good ability to process world or self
Perfectionistic	a standard of excellence to the world or oneself; desiring nothing short of perfection
Persistent	to go on resolutely or stubbornly in spite of opposition, importunity, or warning; continuing to exist despite interference or treatment
Pragmatic	matters of fact or practical affairs: practical as opposed to idealistic
Preset	to set in advance; something pre-programmed
Proactive	anticipation of future problems, needs, or changes; thinking before acting
Questioning	subject to analysis; lack confidence in or distrust
Reactive	readily responsive to a stimulus; to process the unexpected and surprise
Role	(Image) a character assigned or assumed; perceived socially expected behavior pattern; often influenced by an individual's status in a particular society
Selective	highly specific in activity or effect; exclusively chosen with regard to specific characteristics; judicious in choice; often reflects social status of the perceived
Self-doubt	intuitively sensed doubt about the self;
Self-worth	confidence or satisfaction in oneself without regard for one's own standing, position, or achievements

Skeptical	an attitude of doubt or a disposition to incredulity either in general or toward a particular object; the sense that true knowledge or knowledge in a particular area is uncertain; feeling the need to “check out” evidence
Social	pertaining to interface with others on a practical level;
Structured	to form into or according to a structure; to set in logical or sequential order
Transition	passage from one state, stage, subject, or place to another
Uncertain	doubtful; not certain to occur; not having certain knowledge; not reliable

B. How Reliable is Axiometrics?

Since the early 1970s, Professor Wayne Carpenter focused on developing, and validating a computerised system of Axiological analysis. He produced his first computerised model in 1983. A timeline of the key validation studies is available

Validity Studies Timetable

1980s	Construct validity—random samples, 40,000 Dollar General EEOC validity items, Hartman math, clinical variables, retest every 5 years
1985	Reviewed and approved, legal department, CUNY mutual, used for all employees until 1996 when company was bought
1988	Criterion validity
1988	Validity study, Chuck McDonald and Bill Murphy with Vanderbilt psychometrician
1988	Reviewed and approved, GTE legal and psychometric—used until Training Center closed in Norwich, CT (10 years later)
1990	Reviewed and approved by legal department, AIB
1990	Reviewed and approved, psychometrics, at AT&T
1991	Reviewed and approved, Drake Beam Morin
1991	Reviewed and approved, legal and psychometric, USPS, Lamon Mosely, Asst. Postmaster General
1996	Reviewed and approved, KPMG, for leadership
1996	Reviewed and approved, psychometrics, Arthur Andersen Consulting, Ann Mueller, psychometrician and adjunct faculty, University of Chicago
1996	Reviewed and approved through peer review of academic psychometricians from Harvard, Princeton and Yale
1996	Reviewed and approved, legal commission, Ernst and Young
2000	Reviewed and approved, Graduate school of Education, Georgetown University, Marshal Saskin
2003	Reviewed and approved, Chief HR Officer, Chief Nursing Officer, CEO, HCA
2016	6 yr longitudinal study of predictability of a bad hire, major international corporation
2018	Reviewed and approved, Learning and Development Team, NHS Trust. Detailed product review of Psychometrics vs Axiometrics, benefits and applications.

Email value@axiometricspartners.com to request a copy.