

Axiometrics™

Executive Management Assessment

Prepared for
Demo Sample



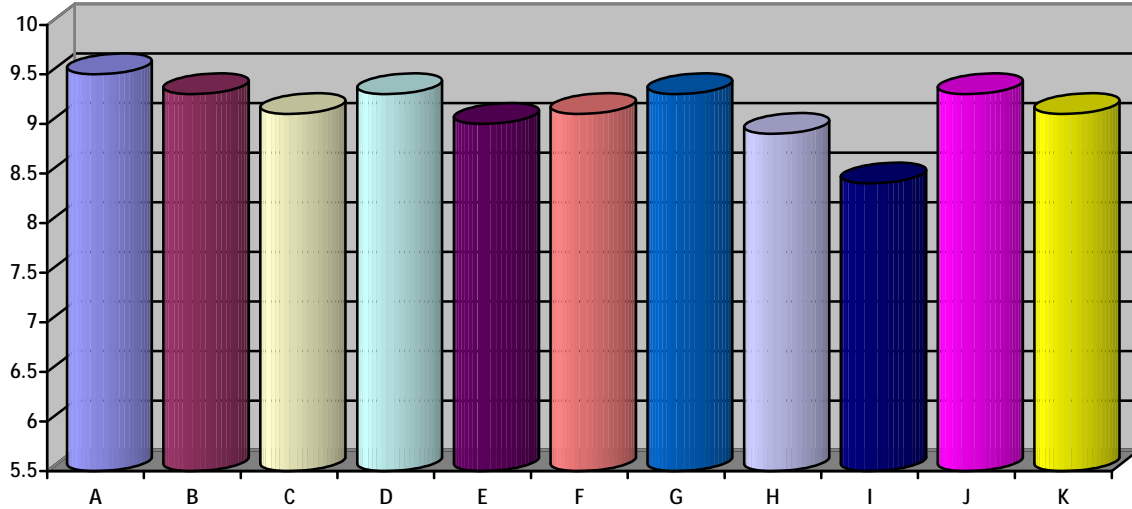
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- *The content should not be used as the sole source for decisions regarding hiring, placement, career moves or termination.*

Executive Management Assessment

OVERVIEW GRAPH

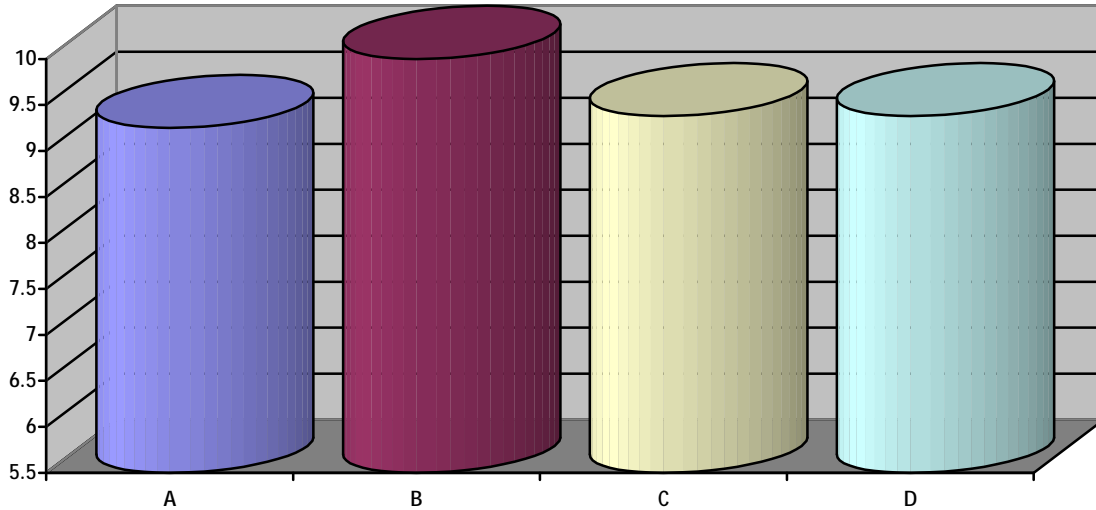


Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	6.0 to 8.29

A) Deciding What Needs To Be Done (Primary Strength) — Identifies the issues that are relevant and need attention.
B) Developing A Strategy (Secondary Strength) — Measures the ability to pay attention to, and plan for, long range issues.
C) Managing Activities (Secondary Strength) — Measures the ability to see what is needed to get things done.
D) Planning & Organizing (Secondary Strength) — Measures the ability to set goals, build plans, and translate them into action.
E) Organizational Attitudes (Secondary Strength) — Measures willingness to work with the organization to get things done.
F) Achievement Drive (Secondary Strength) — Identifies the primary sources of drive which push an individual to act.
G) Self Starting Ability (Secondary Strength) — Measures the ability to marshal energy to consistently get things done.
H) Stress Factors (Secondary Strength) — Identifies issues which generate anxiety and how one manages the anxiety.
I) Sources of Motivation (Secondary Development) — Identifies issues and values that are important.
J) Relating With Others (Secondary Strength) — Measures the ability to see and appreciate others and deal with them on a daily basis.
K) Communicating With Others (Secondary Strength) — Measures the ability to listen and respond objectively and effectively.

Executive Management Assessment

DECIDING WHAT NEEDS TO BE DONE



DECIDING WHAT NEEDS TO BE DONE: These capacities measure the ability to decide what issues are relevant and need attention from an intuitive, practical, conceptual and analytical perspective.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Intuitive Insight (Secondary Strength) — The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.

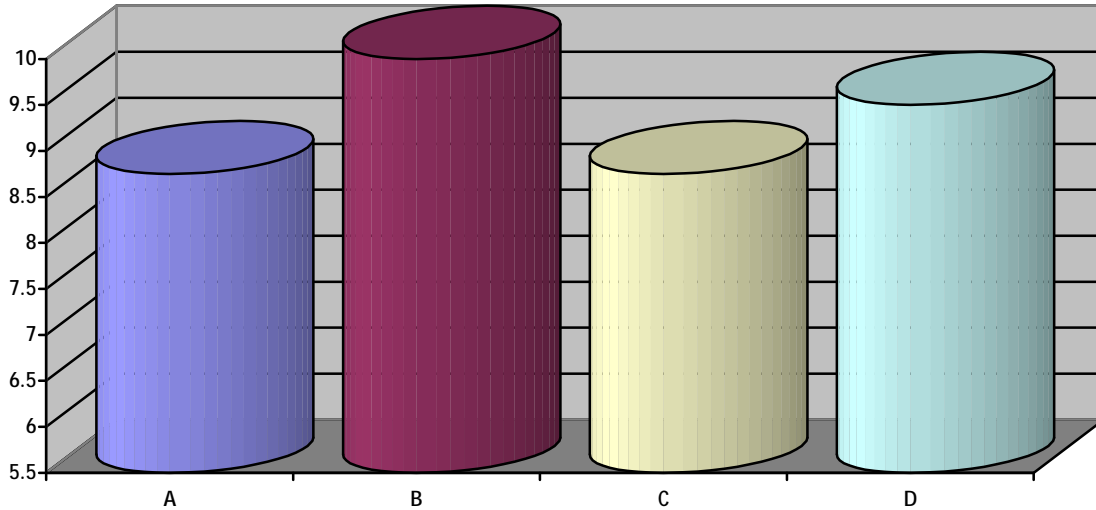
B) Seeing The Big Picture (Primary Strength) — This capacity measures the ability to not only see all of the pieces and angles of the picture but also the ability to see how the pieces fit together to make a whole.

C) Common Sense Thinking (Secondary Strength) — The ability to use one's practical thinking ability to see and understand what is happening.

D) Long Term Goal Assessment (Secondary Strength) — The ability to project a goal into the future and understand not only future consequences but also see how to plan to attain their goals.

Executive Management Assessment

DEVELOPING A STRATEGY



DEVELOPING A STRATEGY: These capacities measure the ability to plan for and manage long range, strategic issues.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Proactive Thinking (Secondary Development) — The ability to plan for consequences of actions and decisions rather than reacting to crises.

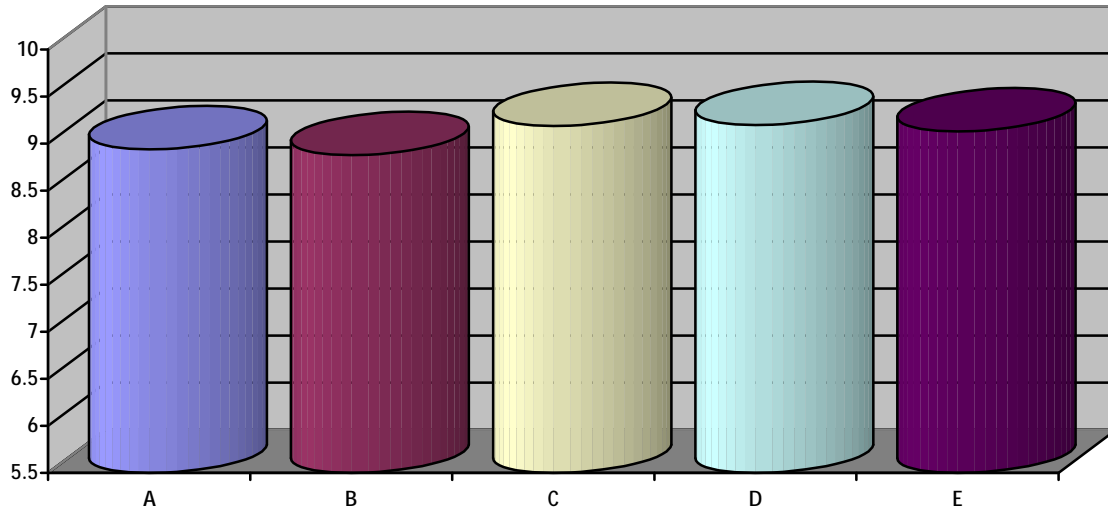
B) Integrative Ability (Primary Strength) — The ability to readily identify the heart of the problem, the critical elements of a situation and to generate alternatives for problems.

C) Strategic Planning (Secondary Development) — This capacity measures one's ability to pay attention to planning activities and long term goals.

D) Realistic System Management (Primary Strength) — The ability to realistically see what is needed to organize activities and control the flow of events, such that projections and expectations are met.

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MANAGING ACTIVITIES



MANAGING ACTIVITIES: These capacities measure a person's ability to see what needs to be done, who needs to do the work and how things need to be done.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Evaluating What To Do (Secondary Strength) — The ability to identify problems and critical issues, to size up what needs to be done and what can be done in an effective manner.

B) Attention To Concrete Detail (Secondary Development) — The ability to clearly see and pay attention to flaws in things, people and situations.

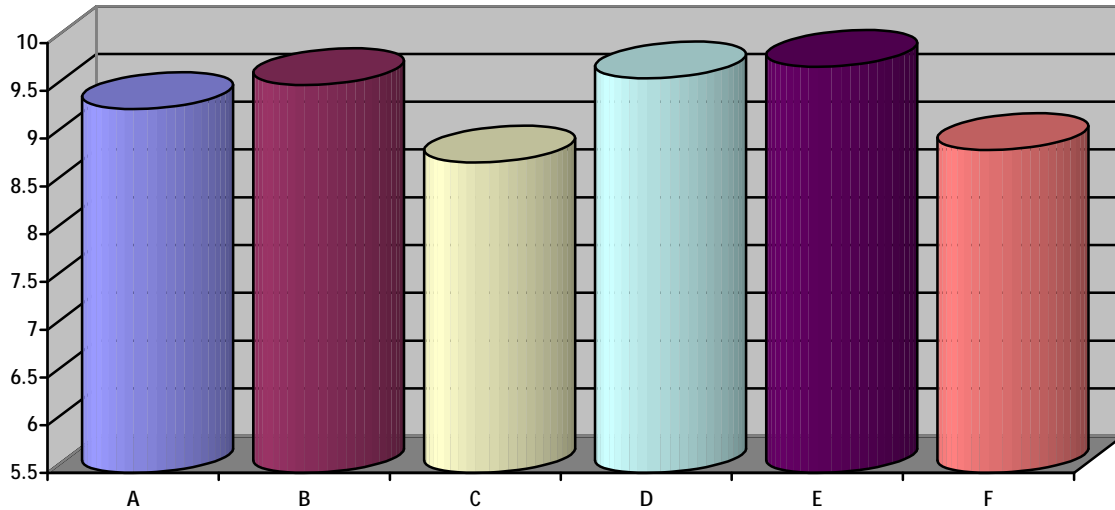
C) Logistical Planning (Secondary Strength) — The ability to accurately see and understand what is needed to carry out objectives and meet the demands of situations.

D) Personnel Assessment (Secondary Strength) — The ability to assess the potential of an individual to function in a given situation and to understand how to develop that potential.

E) Developing Procedures (Secondary Strength) — The ability to translate what needs to be done into effective and efficient procedures.

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PLANNING AND ORGANIZING



PLANNING AND ORGANIZING: These capacities identify the short range and long range needs and implications of a situation, to set goals which are realistic and to develop plans of action which attain these goals in an effective and efficient manner.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Realistic Goal Setting (Secondary Strength) — The ability to set goals which are within the boundary of available resources and which can be achieved within the projected time.

B) Short Range Planning (Primary Strength) — The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.

C) Long Range Planning (Secondary Development) — The ability to see long range goals and to design plans and strategies for attaining these goals.

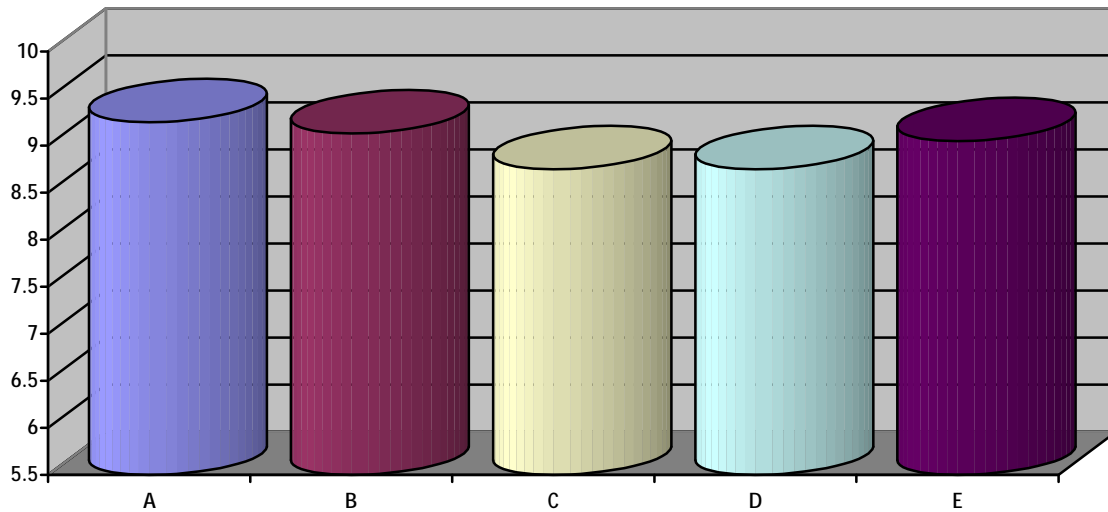
D) Concrete Organization (Primary Strength) — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

E) Conceptual Organization (Primary Strength) — The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

F) Attention To Planning (Secondary Development) — The ability to keep one's focus and attention on planning details and activities.

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ORGANIZATIONAL ATTITUDES



ORGANIZATIONAL ATTITUDES: These capacities measure a general work ethic and attitudes indicating their willingness to get things done in an effective and efficient manner.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Meeting Standards (Secondary Strength) — This component measures the degree to which an individual respects and conforms to established norms, values, rules and principles.

B) Doing Things Right (Secondary Strength) — This component measures one's insistence that things are done right; i.e., the desire for excellence and perfection.

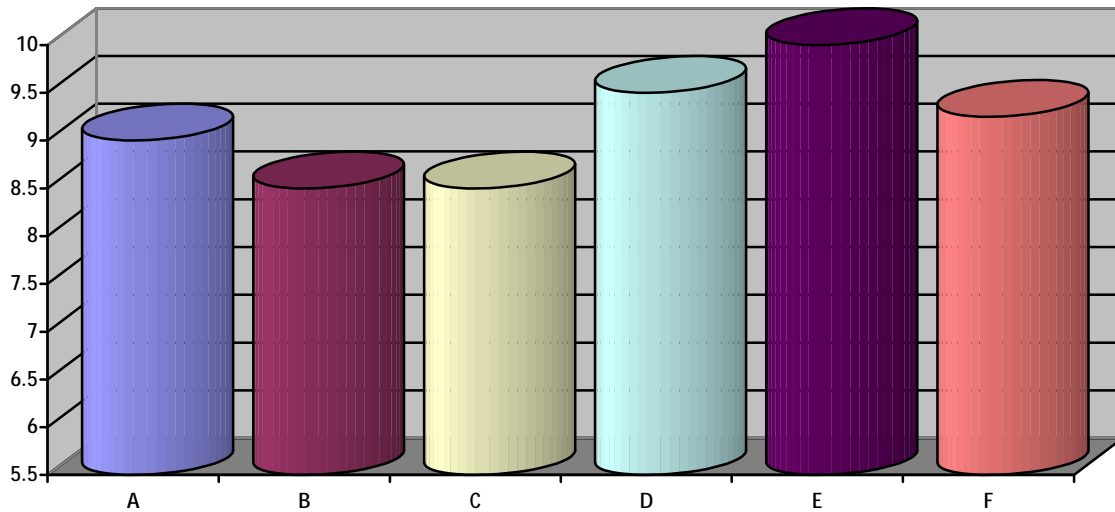
C) Respect For Procedures (Secondary Development) — This component measures one's sense of respect for and commitment to organizational policies and procedures.

D) Attitude Toward Authority (Secondary Development) — This capacity measures one's willingness to conform to existing sources of authority, order and control.

E) Meeting Deadlines (Secondary Strength) — This component measures the ability and willingness to accept one's responsibility for meeting schedules and deadlines.

Executive Management Assessment

ACHIEVEMENT DRIVE



ACHIEVEMENT DRIVE: These capacities are a composite of several internal value structures which provide the primary driving impetus for a person to continually strive for and perform at a higher than average level.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Goal Directedness (Secondary Strength) — The ability to be excited about and committed to personal and organizational goals and to marshal energy to push toward the attainment of these goals.

B) Results Oriented (Secondary Development) — The ability to pay attention to the achievement of concrete results making results a major factor motivating one to action.

C) Need To Achieve (Secondary Development) — Measures how strongly one needs to attain success; to feel valuable and worthwhile.

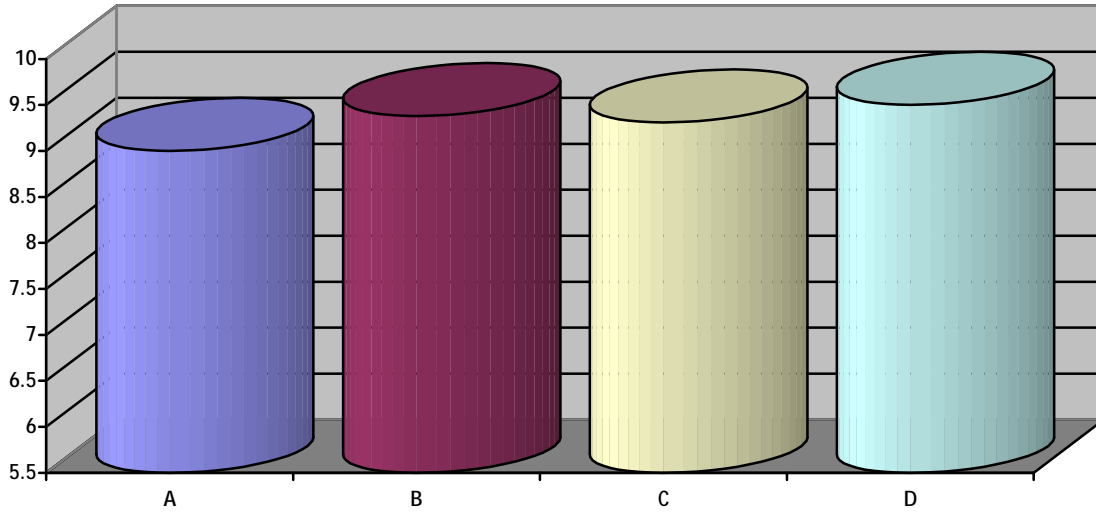
D) Social Recognition (Primary Strength) — The ability to clearly identify role functions and pay attention to social/role achievements.

E) Self Attitude (Primary Strength) — Self Attitude indicates the degree to which a positive self attitude will act as a driving, motivating factor.

F) Ambition (Secondary Strength) — The ability to set inner ideals, which become the standard for achievement and success. It is the strong sense of expectation and drive pushing one toward excellence.

Executive Management Assessment

SELF STARTING ABILITY



SELF STARTING ABILITY: These capacities measure the ability to marshal energy to attain personal and organizational goals on one's own; the ability to be persistent and consistent.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Persistence (Secondary Strength) — The ability of an individual to maintain direction in spite of the obstacles and to stay on target regardless of circumstances.

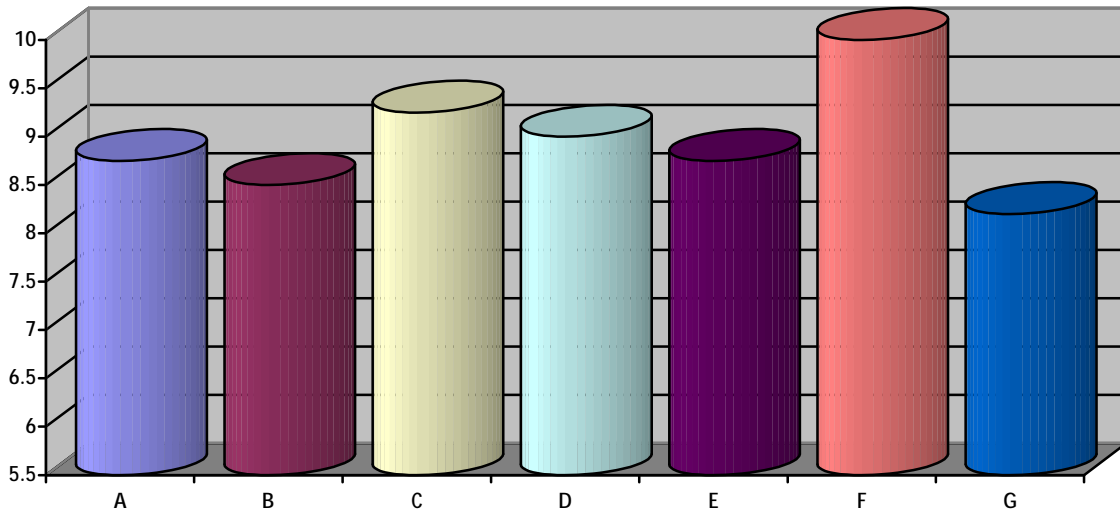
B) Consistency (Secondary Strength) — The ability to maintain a sense of order, constancy and continuity in one's actions.

C) Initiative (Secondary Strength) — The ability to direct one's energies toward the completion of a task with a sense of urgency and mission.

D) Role Satisfaction (Primary Strength) — The ability to feel that one's social/role function is fulfilling and rewarding; the belief that what one is doing has a benefit.

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STRESS FACTORS



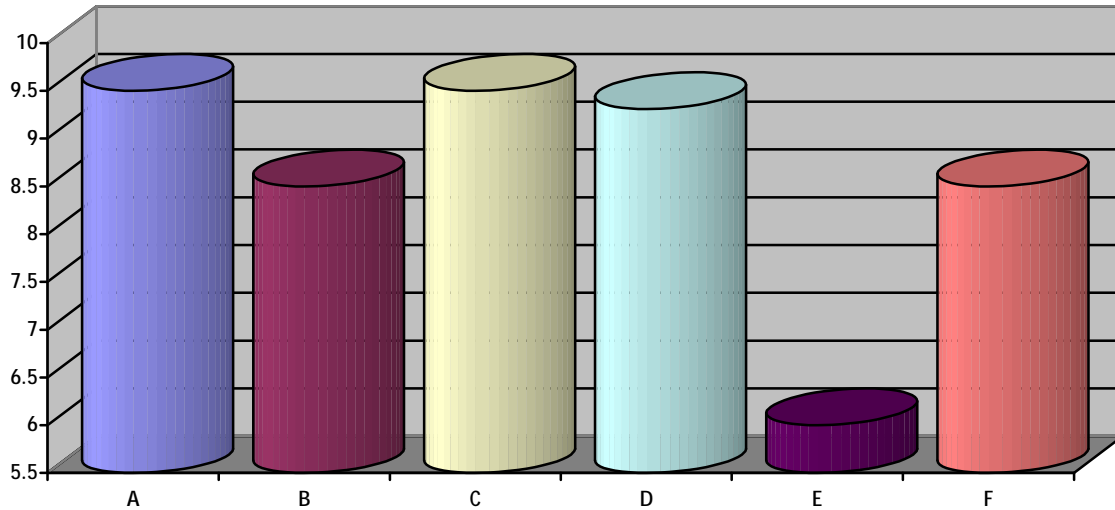
STRESS FACTORS: These capacities measure different types of anxieties and frustrations. The degree or level of anxiety and stress and the effect of the stress levels on an individual are identified.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Self Sufficiency (Secondary Development) — This capacity indicates the degree of anxiety caused by self depreciation and the need for reassurance of self worth.
B) Role Satisfaction (Secondary Development) — This capacity measures the effect of social/role dissatisfaction or of false and unrealistic expectations.
C) Goal Achievement (Secondary Strength) — This capacity measures the effect of setting personal goals which are either unrealistic or do not demand one's best.
D) Flexibility (Secondary Strength) — This capacity measures the effect of rigid self views and the imposition of these views on others.
E) Handling Despair (Secondary Development) — This capacity measures how well one can manage anxiety and frustration when things do not work out as planned.
F) Attitude Index (Primary Strength) — This capacity measures the anxiety which results from negative attitudes.
G) Health Tension Index (Primary Development) — This capacity measures how well one can balance and manage anxiety and frustration.

Executive Management Assessment

SOURCES OF MOTIVATION



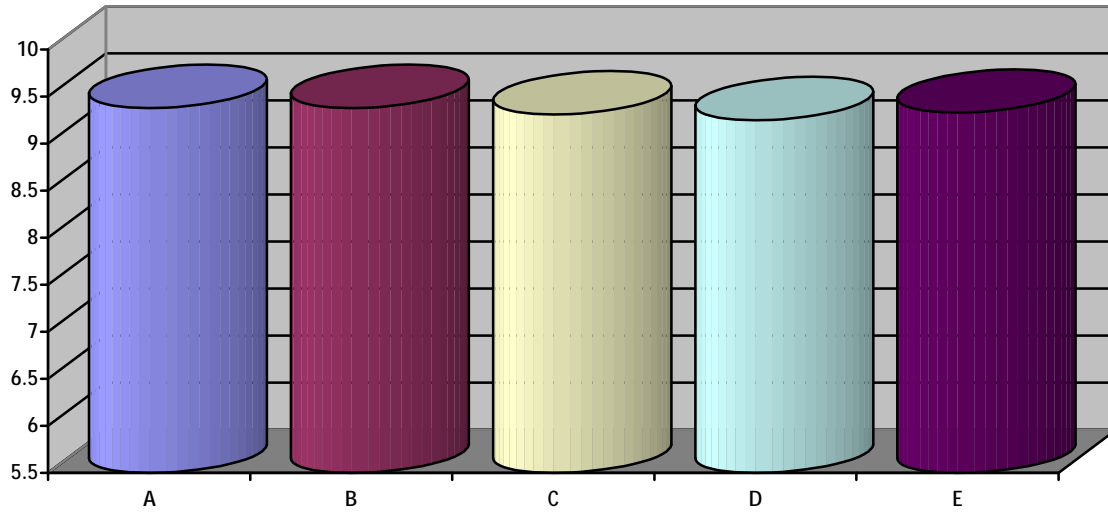
SOURCES OF MOTIVATION: These capacities are a composite of six motivators. They are a measurement of a person's attitude toward service, material possessions, recognition and status, personal development, sense of mission, and sense of belonging.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Service (Primary Strength) — This capacity measures the importance of seeing, appreciating and meeting the needs and interests of others.
B) Money, Material Things (Secondary Development) — This capacity measures the degree to which money and material wealth are important to an individual.
C) Status, Recognition (Primary Strength) — This capacity indicates the importance of receiving awards, plaques and other forms of social/role recognition.
D) Personal Development (Secondary Strength) — This capacity measures the importance of a well designed plan for one's career development.
E) Sense Of Mission (Primary Development) — This capacity measures the degree of commitment to personal ideals, goals and principles.
F) Sense Of Belonging (Secondary Development) — This capacity measures the importance of being a member of a team and working in a comfortable place where one is liked and accepted.

Executive Management Assessment

RELATING WITH OTHERS



RELATING WITH OTHERS: These capacities measure the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Attitude Toward Others (Secondary Strength) — This component measures the ability to be positive, objective and tolerant in interactions with others.

B) Prejudice/Bias Index (Secondary Strength) — This component measures the degree of prejudice and bias in attitudes toward others, indicating the degree to which these prejudices can interfere with relationships.

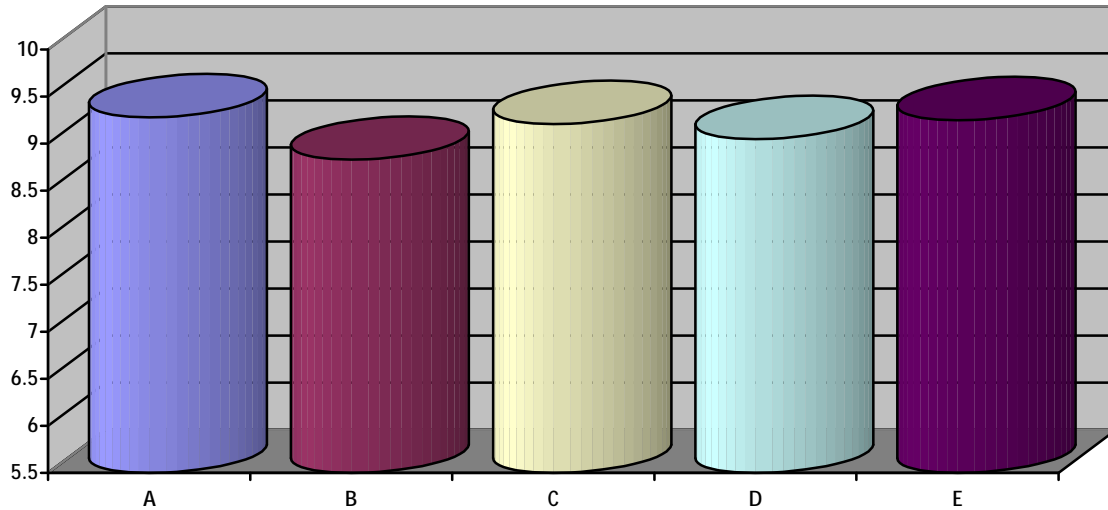
C) Insight Into Others (Secondary Strength) — This component measures the ability to see, understand and relate to the needs and interests of others.

D) Patience With Others (Secondary Strength) — The ability to see and accept others as they are and to allow others to proceed at their own pace.

E) Sensitivity To Others (Secondary Strength) — The degree to which one can be objective about others without allowing personal feelings, positive or negative, to interfere with making decisions.

Executive Management Assessment

COMMUNICATING WITH OTHERS



COMMUNICATING WITH OTHERS: These capacities measure the ability to listen and respond to others in an objective, effective and efficient manner.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Listening To Others (Secondary Strength) — This component measures how well an individual listens to another person's point of view without imposing personal biases and expectations.

B) Evaluating What Is Said (Secondary Development) — This component measures the ability to focus on crucial issues and develop an objective evaluation about what is said.

C) Developing A Response (Secondary Strength) — This component measures how well one can organize constructive alternatives and incorporate them into a response that addresses the issues, is understandable, and is clear.

D) Talking At The Right Time (Secondary Strength) — This component measures how well an individual can determine the correct thing to say and then say it at the right time.

E) Understanding Attitudes (Secondary Strength) — This component measures one's ability to be tolerant and understanding of others who have alternative or opposing viewpoints.

Executive Management Assessment

PRIORITIZED STRENGTHS

(1-4)

(1)Seeing The Big Picture: (Deciding What Needs To Be Done)

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

(2)Integrative Ability: (Developing A Strategy)

You have a good capacity for identifying the crucial issues in complex and confusing situations and how these issues are integrated into the overall perspective of the problem situation. You know what is important and needs attention, can see the heart of the problem and can identify alternatives for resolving the problem in an effective manner.

(3)Self Attitude: (Drive Centers)

You have a very dynamic, positive overall attitude that can overcome any temporary feelings of anxiety, despair or negative expectations and can generate a strong expectation that the best is possible for you. This sense of overall optimism can serve as a beacon to keep you pushing ahead and on track especially in difficult situations.

(4)Attitude Index: (Stress Factors)

You have the ability to maintain an extremely positive and optimistic overall personal attitude which builds an expectation that the best can and will happen to you. As a result of your optimism, you have the ability to deal with personal setbacks, misfortunes and mistakes as opportunities for development rather than as failures.

Executive Management Assessment

PRIORITIZED STRENGTHS

(5-8)

(5) Conceptual Organization: (Planning and Organizing)

Your individualism can generate a strong need to do things in your own way and this individualism combined with your ability to see and understand how to organize can lead to innovative and novel ways to build and carry out organizational plans.

(6) Concrete Organization: (Planning and Organizing)

Your highly individualistic and unconventional thinking gives you the capacity to see how to organize things in ways which others, who think in a more structured and habitual manner may overlook. Your individualism may, however, lead you to be cautious and skeptical in your thinking to the point that you delay organizational activities.

(7) Short Range Planning: (Planning and Organizing)

You have the ability to understand why setting short term, tactical goals is important and the capacity to focus your energies to carry out that task. You are an individualist and an unconventional thinker and may not always spend all of the time necessary to plan results because you will stay busy making things happen according to your expectations.

(8) Realistic System Management: (Developing A Strategy)

You have the ability to see all perspectives in a balanced manner that helps you see and understand practical issues and ways of doing things as well as what is needed for maintaining structure, order and consistency in the environment. This combined ability gives you an understanding of what is needed for both effectiveness and efficiency.

Executive Management Assessment
PRIORITIZED STRENGTHS
(9-12)

(9)Social Recognition: (Drive Centers)

You value social status and social/role recognition as an extremely important measure of your own self worth. As a result the need for attaining social status, for accomplishing tasks which have high social image and for attaining of social power and position will act as strong drive centers.

(10)Role Satisfaction: (Self Starting Ability)

You are confident that what you are doing not only is what is best for you but also that your social/role accomplishments will serve a useful function for yourself and for society. This confidence and feeling of personal competence will build an urgency to get things done and to push ahead with energy and commitment.

(11)Service: (Motivators)

You not only have the ability to see and accept the needs and interests of others but you also are extremely concerned about making certain that the personal needs and concerns of others are fulfilled. As a result, you are likely to be highly motivated by activities that give you an opportunity to help others.

(12)Social Recognition: (Motivators)

You see and accept the importance of status, social image and social/role accomplishments. Moreover, you are willing to commit your energies more readily to activities that will result in social recognition and reward as well as personal recognition in your current role situation.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

Seeing The Big Picture: (Deciding What Needs To Be Done)

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

Integrative Ability: (Developing A Strategy)

You have a good capacity for identifying the crucial issues in complex and confusing situations and how these issues are integrated into the overall perspective of the problem situation. You know what is important and needs attention, can see the heart of the problem and can identify alternatives for resolving the problem in an effective manner.

Realistic System Management: (Developing A Strategy)

You have the ability to see all perspectives in a balanced manner that helps you see and understand practical issues and ways of doing things as well as what is needed for maintaining structure, order and consistency in the environment. This combined ability gives you an understanding of what is needed for both effectiveness and efficiency.

Short Range Planning: (Planning and Organizing)

You have the ability to understand why setting short term, tactical goals is important and the capacity to focus your energies to carry out that task. You are an individualist and an unconventional thinker and may not always spend all of the time necessary to plan results because you will stay busy making things happen according to your expectations.

Concrete Organization: (Planning and Organizing)

Your highly individualistic and unconventional thinking gives you the capacity to see how to organize things in ways which others, who think in a more structured and habitual manner may overlook. Your individualism may, however, lead you to be cautious and skeptical in your thinking to the point that you delay organizational activities.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

Conceptual Organization: (Planning and Organizing)

Your individualism can generate a strong need to do things in your own way and this individualism combined with your ability to see and understand how to organize can lead to innovative and novel ways to build and carry out organizational plans.

Social Recognition: (Drive Centers)

You value social status and social/role recognition as an extremely important measure of your own self worth. As a result the need for attaining social status, for accomplishing tasks which have high social image and for attaining of social power and position will act as strong drive centers.

Self Attitude: (Drive Centers)

You have a very dynamic, positive overall attitude that can overcome any temporary feelings of anxiety, despair or negative expectations and can generate a strong expectation that the best is possible for you. This sense of overall optimism can serve as a beacon to keep you pushing ahead and on track especially in difficult situations.

Role Satisfaction: (Self Starting Ability)

You are confident that what you are doing not only is what is best for you but also that your social/role accomplishments will serve a useful function for yourself and for society. This confidence and feeling of personal competence will build an urgency to get things done and to push ahead with energy and commitment.

Attitude Index: (Stress Factors)

You have the ability to maintain an extremely positive and optimistic overall personal attitude which builds an expectation that the best can and will happen to you. As a result of your optimism, you have the ability to deal with personal setbacks, misfortunes and mistakes as opportunities for development rather than as failures.

Executive Management Assessment **PRIMARY STRENGTH COMMENTS**

Service: (Motivators)

You not only have the ability to see and accept the needs and interests of others but you also are extremely concerned about making certain that the personal needs and concerns of others are fulfilled. As a result, you are likely to be highly motivated by activities that give you an opportunity to help others.

Social Recognition: (Motivators)

You see and accept the importance of status, social image and social/role accomplishments. Moreover, you are willing to commit your energies more readily to activities that will result in social recognition and reward as well as personal recognition in your current role situation.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

Intuitive Insight: (Deciding What Needs To Be Done)

You have a well developed ability for intuitive thinking. This gives you the capacity for identifying a fruitful direction or a potential problem area by the strength of your inner, gut feelings and instincts about what is right or wrong.

Common Sense Thinking: (Deciding What Needs To Be Done)

You have a well developed ability to see and understand how to get things done in a practical, common sense way and understand what is important and needs immediate attention. You may not, however, always rely on or utilize this capacity, making this ability a source of potentially untapped strength.

Long Term Goal Assessment: (Deciding What Needs To Be Done)

You have the ability to see and understand how to set goals that will accomplish your long range strategies. You also have the ability to see the consequences of goals and plans. However, you may not always rely on this capacity or spend the time and energy needed to utilize this ability to pay attention to long range thinking and issues.

Evaluating What Needs To Be Done: (Managing Activities)

You have an excellent ability for sizing up situations and identifying problems especially in difficult or confusing situations and for generating constructive alternatives for resolving problems. This ability is a combination of practical, common sense thinking and conceptual, analytical thinking ability.

Logistical Planning: (Managing Activities)

You have the ability to see and understand what is necessary to support plans, programs and strategies. However, the cautious manner in which you approach planning activities can lead you to delay such activities and the planned decisions and actions until you are certain that appropriate logistical support is available.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

Personnel Assessment: (Managing Activities)

You have the ability to realistically assess both the positive and negative potential of individuals giving you an objective understanding of what people are capable of accomplishing as well as clear insight into what is needed to allow an individual to develop to full potential.

Developing Functional Policy: (Managing Activities)

You have the ability to see and understand what is necessary to translate practical, pragmatic issues into policies and procedures which will be clear and consistent and at the same time act as functional support for decisions and actions.

Realistic Goal Setting: (Planning and Organizing)

You have the ability to see and understand how to set goals which will reflect a direction which is both motivating and rewarding. However, the uncertainty you are currently experiencing about which direction is best for you can lead to delays in your decisions and actions.

Meeting Established Standards: (Organizational Attitudes)

Your strong sense of individualistic thinking combined with a cautious, skeptical attitude toward authority, structure and conformity can lead you to covertly or overtly challenge existing standards and spend your time and energy looking for innovative, novel norms and rules and developing a flexible attitude toward standards or working to get around them.

Doing Things Right: (Organizational Attitudes)

You have the ability to understand the need for doing things right but this capacity is combined with a strong sense of individualism which can lead you to covertly or overtly challenge existing ways of doing things and spend your time and energy looking for novel, unique ways of getting things done.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

Meeting Schedules And Deadlines: (Organizational Attitudes)

You have the ability to understand the importance of schedules and deadlines and the ability to build timetables that reflect your personal expectations as well as expectations and standards set in the world around you. However, you are uncertain about which direction or set of standards is best, and this may build an indecisiveness about when to act.

Goal Directedness: (Drive Centers)

You are in transition with respect to inner goals and ideals which guide your actions and have a sense of skeptical disregard for outer goals and structure. Seek feedback to evaluate what you want to accomplish and what you are willing to commit your energies to accomplish.

Ambition: (Drive Centers)

You have the ability to see and understand how to utilize your inner self goals and ideals that define what you ought to be and which in turn form the core of your personal ambition to succeed. However, you are currently uncertain about which direction is best for you and may not fully utilize this drive center as a source for actions and decisions.

Persistence: (Self Starting Ability)

You have the ability to identify your personal goals and ideals which can act not only as a source of strength during difficult times but also as a source of energy and direction for pushing ahead. However, you are currently somewhat uncertain about which direction is best and this uncertainty may lead you to delay action.

Consistency: (Self Starting Ability)

You have the ability to see and understand what course of action is best for you. However, you are uncertain about which course of action is best for you. This combination of clarity about goals and uncertainty about when to act can lead you to shift from being inner directed, energetic and filled with an urgency to act to delaying your decisions and actions.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

Initiative: (Self Starting Ability)

You have the ability to identify those goals, ideals, actions, and activities that not only give your life a sense of meaning and purpose but also provide you a sense of urgency to act. However, you are currently indecisive about which direction is best for you. Your indecisiveness about the future can lead you to delay your decisions.

Goal Achievement: (Stress Factors)

You have the ability to clearly identify your personal goals. Moreover, you have a strong sense of personal commitment to these goals and plans. As a result, you have the ability to stay on track and complete whatever you set out to do and be satisfied and fulfilled by your successes and undaunted or delayed by your failures and mistakes.

Flexibility, Adaptability: (Stress Factors)

You have the ability to see and understand what is worth your personal commitment and energy. Moreover, you have a willingness to see and accept the mistakes that you make and to change directions when you are not attain the results which you desire.

Personal Development: (Motivators)

You have a very clear sense of your own personal plan for development and a need for organizing this plan into strategies, plans, and personal goals that can be realistically achieved by you. As a result, you are likely to be highly motivated by actions and activities that will give you an opportunity to attain these goals and plans.

Attitude Toward Others: (Relating With Others)

You have a very dynamic, optimistic attitude toward others which gives you the ability to see and understand their positive potential, to be concerned about and attentive to their needs and interests, and to be open and available to them.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

Prejudice/Bias Index: (Relating With Others)

You have the ability to see and understand the uniqueness and individuality of others and you are also willing to be open to their viewpoints. You do have strong perfectionistic ideas about what is right or wrong. These ideas can lead you to be open to others more readily if they live up to your expectations and standards.

Insight Into Others: (Relating With Others)

You have very keen insight into others which gives you the ability to evaluate their potential for both good and bad, to functionally evaluate their ability, to see opportunities for development with others that are good for you and for them, and to be aware of their needs and concerns.

Patience With People: (Relating With Others)

You have the ability and the willingness to be open and available to the needs and interests of others to be accepting of their viewpoints. As a result, you are likely to be more patient with them when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

Sensitivity To Others: (Relating With Others)

You have the ability to objectively and realistically evaluate both the positive and negative potential of others and the positive or negative consequences of your relationships with them in personal, social and role relationships. Moreover, you have the capacity to be open and available without risking becoming too trusting and too involved.

Listening To Others: (Communicating With Others)

You have the ability and willingness to listen to what others are saying paying attention to their own unique viewpoints and their needs and concerns. You are likely to spend time and energy allowing others to express their viewpoints even when those viewpoints and perspectives are contrary to your own.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

Developing A Good Response: (Communicating With Others)

You have the ability to identify and understand the consequences of what and how you respond to others. Moreover, you are concerned about making certain that what you say has a positive effect and is understood by others. As a result, you are likely to be concerned about limiting the effect of impulsive responses.

Talking At The Right Time: (Communicating With Others)

You have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make your point. As a result, you are likely to readily see what the crucial issues are and direct your attention to responding to those issues.

Understands Other Attitudes: (Communicating With Others)

You have the ability not only to see and understand the attitudes of others but you are also extremely concerned about meeting their needs and interests. As a result, you will likely spend time and energy making certain that you have taken into consideration other points of view and that you have maintained an openness and availability to others.

Executive Management Assessment

PRIORITIZED DEVELOPMENT

(1-4)

(1)Sense Of Mission: (Motivators)

You are currently in transition about what course of action is best for you and as a result may or may not be currently motivated by a sense of mission and purpose. Seek feedback either on an individual basis or in a workshop on self development to decide what priorities and goals will give you a chance for fulfillment as well as be challenging to you.

(2)Health Tension Index: (Stress Factors)

You currently do not see or value yourself as well as you do the world around you. As a result, you are subject to anxiety and stress effects. Seek feedback to identify development steps to reduce this stress and spend time and energy doing things you like to do, which can help to relieve the anxiety and stress symptoms.

(3)Sense Of Belonging: (Motivators)

You tend to self depreciate and not give yourself enough credit to the point that you are susceptible to a fear of not living up to your own expectations or to the expectations of others. Seek feedback from others to boost your self worth and enroll in a workshop on self development which will help you develop positive and realistic self attitudes.

(4)Money, Material Things: (Motivators)

Your lack of attention to practical thinking and results can lead you to discount the importance of money and material things. Examine your attitude about the value of money and material things and check to see whether you are missing opportunities for development and success because of your lack of attention to money.

Executive Management Assessment

PRIORITIZED DEVELOPMENT

(5-8)

(5)Role Frustration: (Stress Factors)

You are currently either expecting more out of yourself in your role than you can give or more satisfaction and recognition from role accomplishments than you can achieve. In either case, you will feel anxiety, frustration and despair. Seek feedback to realistically evaluate what you can do, what you want to do and what you are willing to do.

(6)Need To Achieve: (Drive Centers)

You tend not to give yourself enough credit, to blow up your imperfections and to build self fulfilling hypotheses which can lead to either a fear of success or a fear of failure. Spend time with people who make you feel good and help you see and appreciate your past successes and your present opportunities.

(7)Results Oriented: (Drive Centers)

You have a cautious, skeptical attitude toward practical thinking which can cause you to be hesitant about deciding or acting. As a result of this skepticism, you may not feel an urgency to act based on a need for creating a practical result. Develop a strategy for making decisions that will help you identify when immediate action is needed.

(8)Despair Index: (Stress Factors)

Your overall attitude tends to be somewhat cautious and skeptical leading to anxiety and frustration, especially when things do not work out as you expect. Spend time and energy evaluating the positive things you are accomplishing, the positive things which are happening around you and the opportunities for positive development in your life.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

Proactive, Conceptual Thinking: (Developing A Strategy)

You tend to become so involved with what you are doing at the present moment that you do not see or pay attention to the consequences of your decisions and actions. Build a reminder system to act as a check to help you examine the consequences of your thinking. Seek feedback and help from others to pay attention to the direction of your thinking and planning.

Strategy Planning Orientation: (Developing A Strategy)

Your cautious, skeptical thinking which helps you examine all possible things which can go wrong can lead you to overlook the need for long range thinking. Develop a system of checks and balances to make certain that you are balanced in your thinking and that you pay attention to long as well as short range issues.

Attention To Concrete Detail: (Managing Activities)

You may not always see what is happening around you and as a result you can overlook concrete detail. Utilize other people to help keep a sense of balance in your decisions. Build a checklist which will help you analyze your priorities for your actions prior to making a decision.

Long Range Planning: (Planning and Organizing)

You tend to be naturally skeptical about the value of spending time and energy on long range planning. You should attend a workshop that teaches you the value of long range planning and provides techniques for developing realistic and workable plans.

Attention To Planning: (Planning and Organizing)

Your naturally cautious, skeptical thinking, which helps you see what is wrong, can also cause you to discount the need for planning and organizing. Attend a workshop that teaches you the value of planning and provides techniques for building planning habits.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

Attention To Policies And Procedures: (Organizational Attitudes)

Your individualistic need to challenge existing rules, standards and expectations will likely lead you to disregard policies and procedures that do not meet your needs. Make certain that your natural need for challenging and rebelling does not interfere with what common sense and the rule of law dictate.

Attitude Toward Authority: (Organizational Attitudes)

Your strong individualism will lead you to covertly or overtly disregard existing authority. You feel the need to challenge authority simply for the sake of doing so. Seek feedback to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

Results Oriented: (Drive Centers)

You have a cautious, skeptical attitude toward practical thinking which can cause you to be hesitant about deciding or acting. As a result of this skepticism, you may not feel an urgency to act based on a need for creating a practical result. Develop a strategy for making decisions that will help you identify when immediate action is needed.

Need To Achieve: (Drive Centers)

You tend not to give yourself enough credit, to blow up your imperfections and to build self fulfilling hypotheses which can lead to either a fear of success or a fear of failure. Spend time with people who make you feel good and help you see and appreciate your past successes and your present opportunities.

Self Sufficiency: (Stress Factors)

You are currently depreciating your own inner worth leading you to not give yourself enough credit and to be too hard on yourself. As a result, you are likely to feel frustration, anxiety and despair when you do not live up to expectations. Spend time with people who make you feel good and doing things which are fulfilling and enjoyable.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

Role Frustration: (Stress Factors)

You are currently either expecting more out of yourself in your role than you can give or more satisfaction and recognition from role accomplishments than you can achieve. In either case, you will feel anxiety, frustration and despair. Seek feedback to realistically evaluate what you can do, what you want to do and what you are willing to do.

Despair Index: (Stress Factors)

Your overall attitude tends to be somewhat cautious and skeptical leading to anxiety and frustration, especially when things do not work out as you expect. Spend time and energy evaluating the positive things you are accomplishing, the positive things which are happening around you and the opportunities for positive development in your life.

Money, Material Things: (Motivators)

Your lack of attention to practical thinking and results can lead you to discount the importance of money and material things. Examine your attitude about the value of money and material things and check to see whether you are missing opportunities for development and success because of your lack of attention to money.

Sense Of Belonging: (Motivators)

You tend to self depreciate and not give yourself enough credit to the point that you are susceptible to a fear of not living up to your own expectations or to the expectations of others. Seek feedback from others to boost your self worth and enroll in a workshop on self development which will help you develop positive and realistic self attitudes.

Evaluating What Is Said: (Communicating With Others)

Because of the focused nature of your thinking, you may have difficulty correctly interpreting what others are saying. You will tend to be either unrealistically optimistic or skeptical and biased. Seek feedback from others or from an objective measuring standard to test the balance and objectivity in your thinking about others.

Executive Management Assessment **PRIMARY DEVELOPMENT COMMENTS**

Health Tension Index: (Stress Factors)

You currently do not see or value yourself as well as you do the world around you. As a result, you are subject to anxiety and stress effects. Seek feedback to identify development steps to reduce this stress and spend time and energy doing things you like to do, which can help to relieve the anxiety and stress symptoms.

Sense Of Mission: (Motivators)

You are currently in transition about what course of action is best for you and as a result may or may not be currently motivated by a sense of mission and purpose. Seek feedback either on an individual basis or in a workshop on self development to decide what priorities and goals will give you a chance for fulfillment as well as be challenging to you.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Intuitive Insight

Intuitive insight and intuitive feelings provide a powerful and reliable source for problem solving. Our research has shown that entrepreneurs, artists, salespeople and crisis problem solvers have strong intuitive ability as a common strength. Intuitive insight is a legitimate source of thinking. In many circles, this talent is treated as a source of emotion rather than thinking and logic. We measure intuitive insight as the ability to readily identify a problem, a potential solution or a direction which is fruitful, and as the ability to see a person, thing, situation or idea in its total meaning.

You have very good intuitive insight. Your intuitive ability gives you knowledge that is accurate and reliable which can immediately identify when something is wrong, when someone can be trusted, when a decision is the right decision and when the direction in which you are heading is your best and most fruitful path.

Practical Problem Solving Ability

Practical problem solving ability (common sense thinking) measures the ability (1) to rely on practical, common sense thinking for identifying and solving problems, (2) to readily see crucial issues in complex, difficult and confusing situations, and (3) to see how to respond with good 'street sense' to attain practical results.

You have excellent practical, common sense ability. This key strength helps you see what is important and needs immediate attention, to identify problems and practical common sense ways for solving them and to see flaws in things and situations. Our research indicates that many individuals have this talent but either do not recognize it or do not rely on it. As a result, this strength may be a surprise to you and may not be recognized by you or by others who know you. The talent is yours, however, and is available for you to recognize and develop.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Keen Insight Into Others

The ability to be sensitive to the unique worth of others is a powerful talent which connects directly to what is most valuable in our universe. You are very fortunate to have this talent. You have an excellent ability to readily identify the needs and interests of others. You have a genuine gift for helping people to see what makes them unique and special. You are sensitive to the needs and issues of others and to the protection of the individuality and freedom of others.

You are likely to be optimistic about, concerned about and open and available to others. You are a very compassionate, feeling person who has concern and respect for the opinion of others. You do tend to become too personally involved with others and to be too sensitive about how your actions will affect others. When you trust others, you are likely to give yourself totally to them and may be disappointed when they do not return the same trust, interest and commitment to you.

Excellent Practical, Common Sense Thinking

We live our daily lives in a concrete world full of things, events, circumstances, problems, details. We mark time by the passage of events, the growth and deterioration of things, the importance of events and situations. We measure each other by our physical and material successes. Although we know that there is more to us than the physical, we are constantly aware of the need to live and survive in our concrete world.

You have an excellent ability to be in touch with things and circumstances. You have the ability to readily identify what needs to be done and what is important and needs attention. You have keen insight into practical, pragmatic thinking but do tend to be somewhat cautious about relying on your practical, common sense. As a result, you may delay decisions and actions until all of the options are evaluated. You may concentrate more of your energy on assessing why things will not work rather than on making them work.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Excellent Conceptual, Analytical Thinking Ability

Each morning when we get up, we believe that the sun will be in the sky and that the air we breathe will be available to us. This faith or belief factor gives meaning to our experiences. Meaning brings order to our experiences, gives us names and labels which we can use on a common basis, helps us anticipate where we will go, reinforces our beliefs and helps us form habits such that we do not have to experience each experience as totally new.

You have an excellent ability for seeing and appreciating the need for order, structure and conceptual meaning. You have a keen appreciation for ideas, plans and strategies. You understand the importance of rules, norms and authority for helping us feel secure. You do tend, however, to be somewhat cautious and skeptical about rules, structured situations and 'black and white' thinking. You tend to be an individualist who may covertly or overtly challenge existing ways of thinking, rules, authority and norms for conduct, especially when you think they infringe on personal freedom.

Self Direction

The basic questions for all time are enduring 'Who am I?', 'What am I?' and 'What ought I to be?'. These three questions sum up our quest to be. We want to know that we have a purpose, that our lives have meaning. In fact, our research indicates that the strongest and most consistent motivating factor in all individuals is self direction and self purpose.

You have an excellent capacity for seeing and appreciating inner self order and self direction. You are keenly perceptive of those inner ideals and principles which can guide your conduct and instill a sense of duty and loyalty. You have an excellent awareness of your self definition and self meaning which gives you a sense of comfort that things will work out for the best. You understand where you want to go with your life, what will give your life meaning and purpose; however, you currently have some doubts and questions about which direction is best for you. You may delay decisions concerning self development until you are more certain about what is best.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Social, Role Confidence

Our research identifies three key sources for motivation needs, wants and expectations. Expectations define our goals, our sense of meaning and purpose. Needs define our total inner self, including everything from fulfillment to ambition. Our wants focus on what we are doing, what satisfies us, what gives us a sense of enjoyment and makes us feel that we fit into society. Wants then define our social and role self, what we are, and bring to one point in time, what we think we ought to be and who we ultimately are.

You have a good understanding and appreciation of your social and role image. You have a keen understanding of what is required from you. You feel confident about your ability to perform which gives you a sense of personal contribution, competence and satisfaction, a sense of comfort and belonging in the world around you, and a strong need to be recognized for your achievement and effort. You have the ability to see and pay attention to opportunities for development, but you may expect more from your job or more from yourself than is possible.

Dynamic, Positive Attitude Toward The World

Our research proves that all individuals have special talent and gifts which form the basis of their uniqueness and which can be developed and applied. Our experience also shows that most performance difficulties occur not because of lack of talent but from a lack of access to the talent. Many times individuals who succeed do not have the greatest talent. What these successful persons do have is the ability to utilize what talent they have. They believe that things can and will work out for them.

You are extremely fortunate to be one of those individuals who has a dynamic, positive overall attitude toward the world around you. Regardless of the difficulties that come your way, you believe that things can and will work out. Your trust and optimism gives you a sense of comfort in difficult situations and provides you the ability to bounce back and deal with stress, mistakes and failures.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BLOCKING VALUES
(Sources of Interference)

Doubts and Questions About The Future

You have very clear insight about your future direction. Your ability to see and set goals gives you the capacity to see and understand which plans and strategies are worth your time and attention, to feel a sense of purpose and meaning in your life, and to know which ideals and principles will guide you in your life and conduct. Moreover, you have the ability to know what is worth your time, energy, and focus.

You do currently have doubts and questions about which direction is best for you. As a result of this indecisiveness about the future, you may tend to hold back your energy and commitment until you are more certain about what is best for you. Even though you can clearly see and understand your goals and plans, you may not be willing to go full force toward their attainment. These doubts are an indication of a transition experience; therefore, any hesitation or anxiety you may be feeling will be pushed aside once you have decided which direction is best for you.

Too Much Attention To Social, Role Image And Expectations

How well you perform in your role or job and how you are seen by others is extremely important to you. In fact, you tend to define your self worth through your social image and your job performance. Your concern about how well you are performing and about social recognition can act as a source of confidence and strength. You tend, however, to become too concerned about how other people see you, to place too much emphasis on status and social image, and to overestimate either how much fulfillment you can attain through your achievements or your ability to perform.

You tend to see and value yourself only through your role and through what others think or say about you. As a result, you are likely to be too sensitive to what others think or say. You tend to be overconfident about your ability to perform and are likely to overlook your potential for mistakes, to not see your mistakes and errors, and to be too quick to take on tasks before you have realistically evaluated what you can do.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BLOCKING VALUES
(Sources of Interference)

Tendency To Be Too Optimistic About Others

You are a very compassionate, feeling person who shows concern and respect for the opinion of others. You tend, however, to shift from being too open and available, too trusting and too sensitive to others, to being cautiously discrete and skeptical of the intentions of others when they do not live up to your expectations. Your concern for and optimism about others can lead you to expect people to be better than they are or better than they can be. You may be disappointed when you feel that you give more to others than they give back to you.

Your concern for others may lead you to avoid conflicting or difficult subjects and situations, to delay stressful encounters until they become a crisis and to overlook flaws and inadequacies in others. When you trust someone, you make a total commitment to them. In return, you tend to expect the same total acceptance and commitment from others. In some cases, you may demand more from others than they can give or expect more from them than they are willing to give.

Individualistic, Potentially Reactive Thinking

The individualism and potentially inventive thinking which can function as a strength for you may interfere with your decision making. You can become so involved with immediate, crisis situations and with finding a way, covertly or overtly, to do things your own way that you develop a reactive, crisis way of thinking which leads to impatience, to frustration, and potentially to a 'chip on the shoulder' attitude things do not happen as you expect.

You can become so caught up with challenging existing ways of thinking and doing things that you do not take the time to think through all of the consequences of your decisions and actions. You tend to overtly or covertly question the authority of rules, norms and institutions, especially if you see them as ineffective or in the way. You will likely feel uncomfortable in rigidly controlled or structured environments and situations. Moreover, you tend to underestimate the need for taking the time to think and plan prior to making your decisions.

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
WORLD

EMPATHY
(CRYSTAL CLEAR)

You are a keenly perceptive individual who has an excellent capacity for seeing and appreciating the inner worth and unique individuality of others. You have the ability to be optimistic and concerned about others. You do tend, however, to be selectively open overlooking flaws in those who meet your biases and expectations but becoming impatient with and critical of others when you feel that they do not measure up.

PRACTICAL THINKING
(CRYSTAL CLEAR)

You have an excellent capacity for practical, common sense thinking and for concrete organization. You tend to be somewhat skeptical and cautious in your thinking leading to a 'Doubting Thomas Attitude' when dealing with practical situations. You tend to rely on what you think ought to be the case rather than your excellent common sense.

SYSTEM JUDGMENT
(CRYSTAL CLEAR)

You are an individualist who will tend to overtly or covertly get things done in your own unique way. You may tend to be unconventional and novel in your thinking seeing ways of solving problems which others may miss. Your individualism can, however, lead to overly cautious and skeptical attitudes which may also lead to a 'chip on the shoulder' attitude when things do not work out as you expect.

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
SELF

SELF ESTEEM
(CRYSTAL CLEAR)

You have an excellent capacity for seeing and understanding your own inner self worth and unique individuality. You tend, however, to not give yourself enough credit, to measure yourself against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you are likely to blow up your imperfections and to be overly sensitive to what others think or say about you.

ROLE AWARENESS
(CLEAR)

You have a very good capacity to see and understand the importance of social/role image, of social status and recognition. You do, however, tend to pay too much attention to your social/role image and role responsibilities. As a result, you may overestimate either the importance of your social/role accomplishments and social image or potentially become overconfident, overestimating your ability to perform.

SELF DIRECTION
(CRYSTAL CLEAR)

You have an excellent capacity to see and appreciate your self direction and inner principles which organize and guide your conduct. You have an excellent ability to see and set clear, realistic self goals but at this time, you do have some doubts and questions about what direction is best for you. This doubt about your future direction can leave you in a holding pattern somewhat hesitant about pushing ahead.

COMPOSITE ATTITUDE SURVEY

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 (CRYSTAL CLEAR)	KEENLY PERCEPTIVE INDIVIDUALISTIC INVENTIVE INTEGRATIVE			

- **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 HOLDING PATTERN 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.

COMPOSITE ATTITUDE SURVEY

WORLD

DIMENSION	CLARITY	LEVEL OF ATTENTION	DESCRIPTION
EMPATHY	CRYSTAL CLEAR	OVERATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE CAUTIOUSLY OPTIMISTIC SELECTIVE
PRACTICAL JUDGMENT	CRYSTAL CLEAR	CAUTIOUS ABOUT THE CAPACITY	KEENLY PERCEPTIVE CAUTIOUSLY DISCRETE PRAGMATIC
SYSTEM JUDGMENT	CRYSTAL CLEAR	INATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE INDIVIDUALISTIC INVENTIVE INTEGRATIVE

- **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

DIMENSION	CLARITY	LEVEL OF ATTENTION	DESCRIPTION
SELF ESTEEM	CRYSTAL CLEAR	INATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE FEELINGS OF INNER SELF DOUBT
ROLE AWARENESS	CLEAR	ATTENTIVE TO THE CAPACITY	PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT
SELF DIRECTION	CRYSTAL CLEAR	CAUTIOUS ABOUT THE CAPACITY	KEENLY PERCEPTIVE HOLDING PATTERN 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.