

# Axiometrics™

## Manager Assessment

Prepared for  
Demo Sample



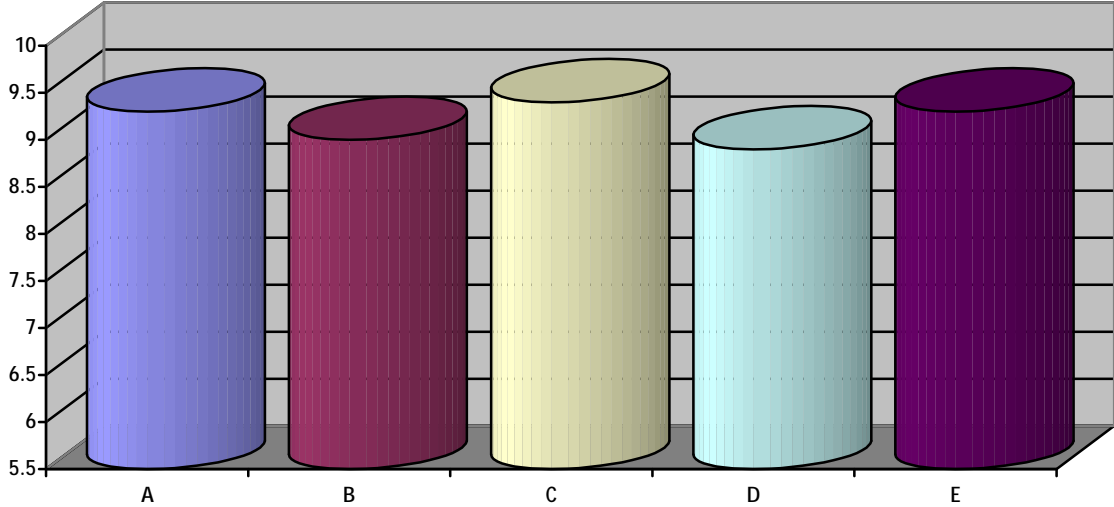
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- *Please do not read this report unless authorized to do so.*
- *The content should not be used as the sole source for decisions regarding hiring, placement, career moves or termination.*

# Manager Assessment

## OVERVIEW GRAPH



|                              |                    |
|------------------------------|--------------------|
| <b>Primary Strengths</b>     | <b>9.4 to 10.0</b> |
| <b>Secondary Strengths</b>   | <b>8.9 to 9.39</b> |
| <b>Secondary Development</b> | <b>8.3 to 8.89</b> |
| <b>Primary Development</b>   | <b>6.0 to 8.29</b> |

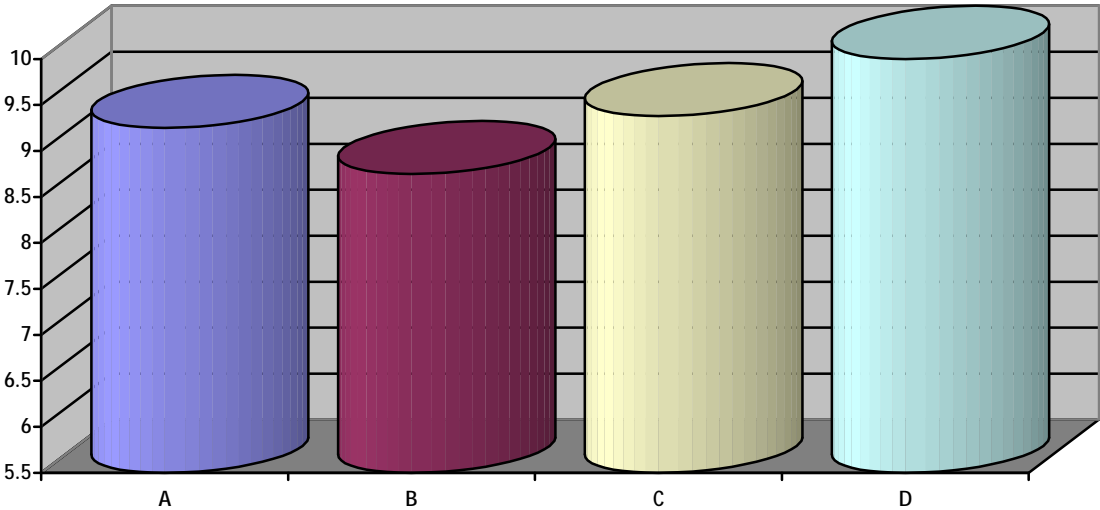
- A) Deciding What Needs To Be Done (Secondary Strength)** — Identifies the issues that are relevant and need attention.
- B) Managing Activities (Secondary Strength)** — Measures the ability to see what is needed to get things done.
- C) Planning & Organizing (Primary Strength)** — Measures the ability to set goals, build plans, and translate them into action.
- D) Making Things Happen (Secondary Strength)** — Measures the capacities needed to marshal one's energy and drive toward goals.
- E) Relating With Others (Secondary Strength)** — Measures the ability to see and appreciate others and deal with them on a daily basis.

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## Manager Assessment

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### 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.

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|------------------------------|----------------------|
| <b>Primary Strengths</b>     | <b>9.4 to 10.0</b>   |
| <b>Secondary Strengths</b>   | <b>8.9 to 9.39</b>   |
| <b>Secondary Development</b> | <b>8.3 to 8.89</b>   |
| <b>Primary Development</b>   | <b>less than 8.3</b> |

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

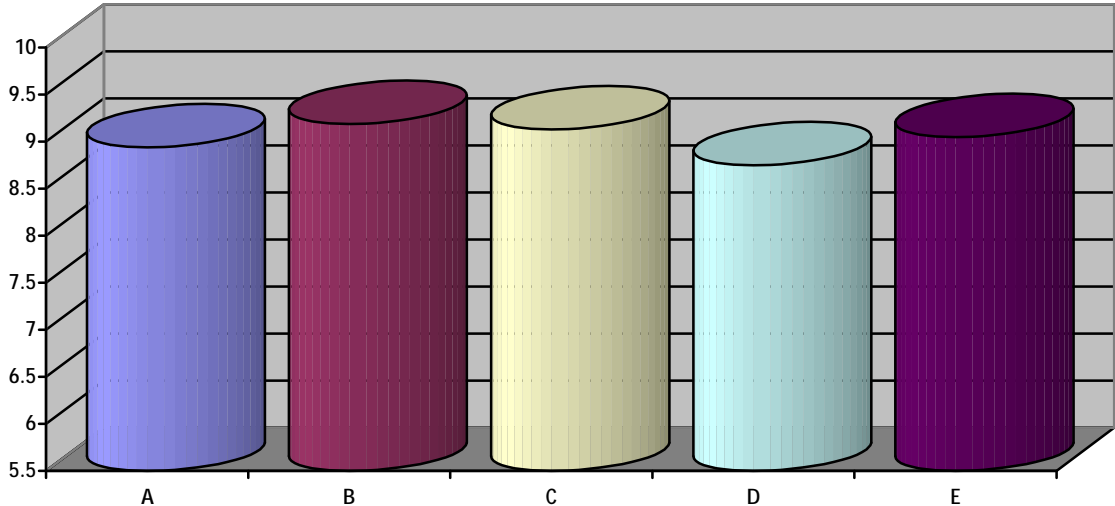
**B) Proactive Thinking (Secondary Development)** — The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

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

**D) Integrative Ability (Primary Strength)** — The ability to readily identify the heart of the problem, the critical elements of a situation and to generate workable solutions.

# Manager Assessment

## MANAGING ACTIVITIES



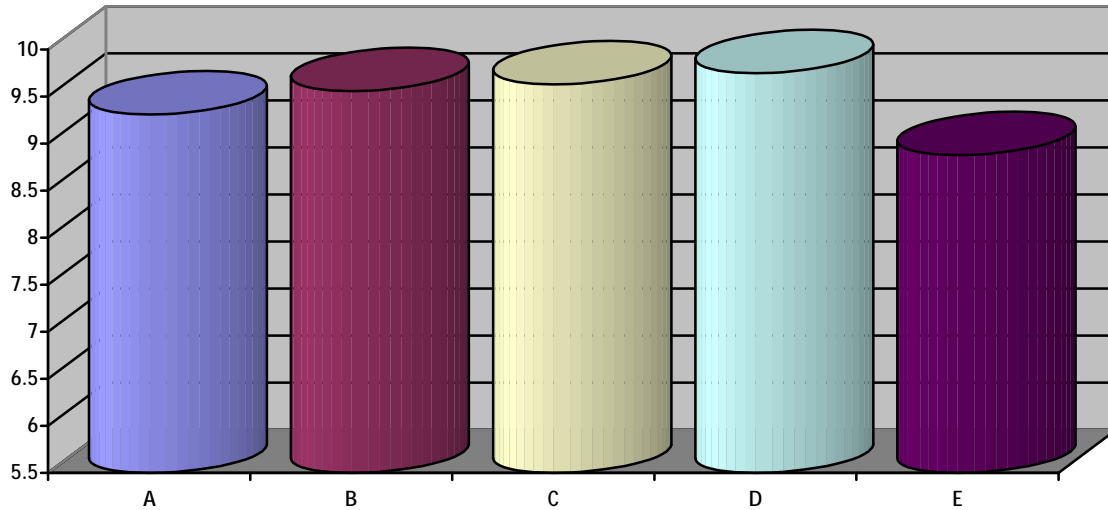
**MANAGING ACTIVITIES:** These capacities measure a person's ability to see what needs to be done, who needs to do the work and how things need to be done.

|                              |                      |
|------------------------------|----------------------|
| <b>Primary Strengths</b>     | <b>9.4 to 10.0</b>   |
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| <b>Secondary Development</b> | <b>8.3 to 8.89</b>   |
| <b>Primary Development</b>   | <b>less than 8.3</b> |

- A) Evaluating What Needs To Be Done (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 Strength)** — The ability to clearly see and pay attention to flaws in things, people and situations.
- C) Doing Things Right (Secondary Strength)** — This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.
- D) Attitude Toward Authority (Secondary Development)** — This component measures the willingness to conform to existing codes, rules and sources of order and control.
- E) Meeting Deadlines (Secondary Strength)** — This component measures the ability and willingness to maintain a strong sense of responsibility for meeting schedules and deadlines.

## Manager Assessment

### 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.

|                              |                      |
|------------------------------|----------------------|
| <b>Primary Strengths</b>     | <b>9.4 to 10.0</b>   |
| <b>Secondary Strengths</b>   | <b>8.9 to 9.39</b>   |
| <b>Secondary Development</b> | <b>8.3 to 8.89</b>   |
| <b>Primary Development</b>   | <b>less than 8.3</b> |

**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.

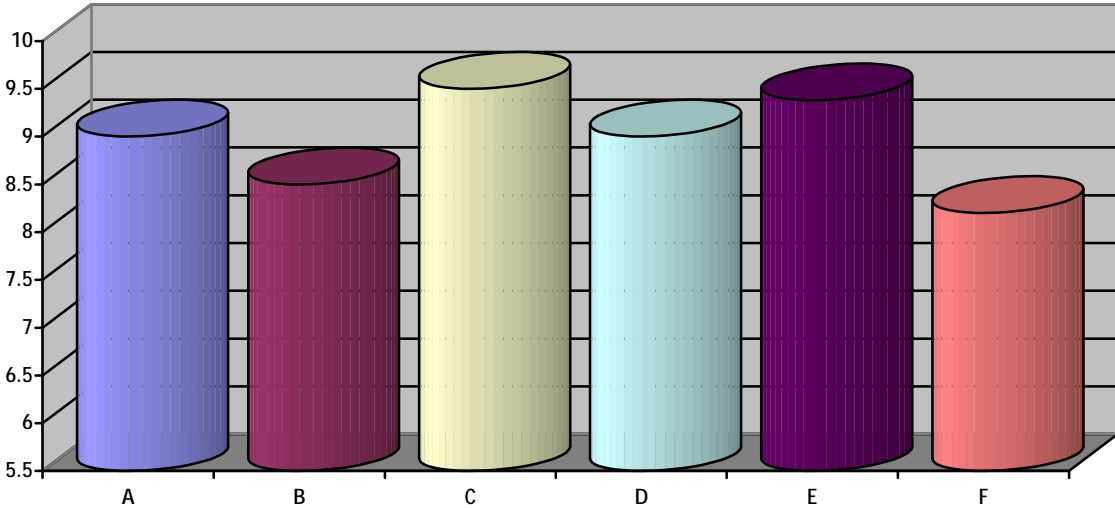
**C) Concrete Organization (Primary Strength)** — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

**D) 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.

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

# Manager Assessment

## MAKING THINGS HAPPEN



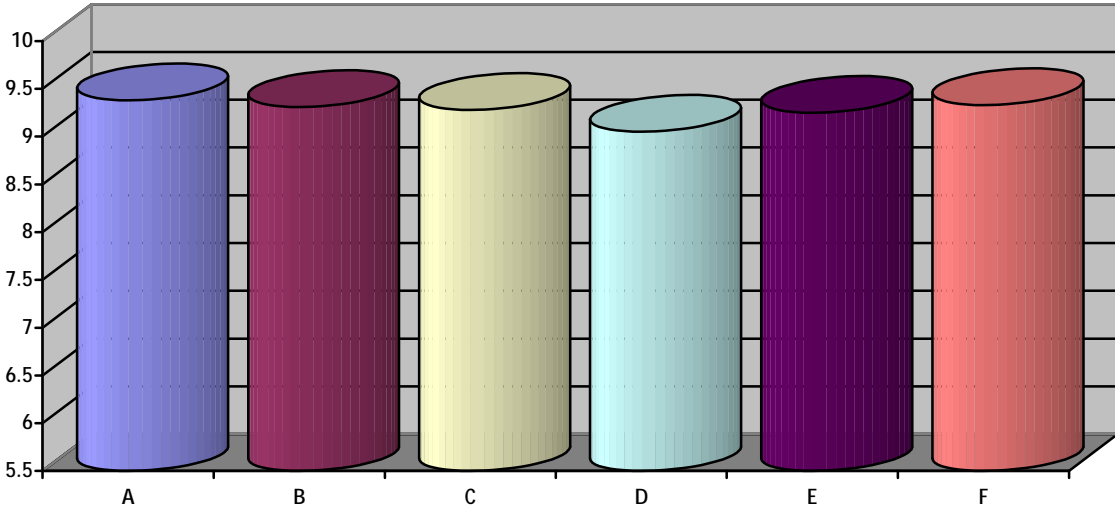
**MAKING THINGS HAPPEN: Achievement Drive is a composite of several internal value structures that provide the primary driving impetus for a person to perform at a level higher than the average or to continually strive to achieve a higher performance level.**

|                              |                      |
|------------------------------|----------------------|
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| <b>Secondary Development</b> | <b>8.3 to 8.89</b>   |
| <b>Primary Development</b>   | <b>less than 8.3</b> |

- A) Goal Directedness (Secondary Strength)** — Goal Directedness is the ability to be excited about and committed to one's goals and to marshal energy to push toward the attainment of these goals.
- B) Results Oriented (Secondary Development)** — Results Oriented is the ability to pay attention to the achievement of concrete results. Attaining results is a major factor pushing one to action.
- C) Role Satisfaction (Primary Strength)** — This component measures the degree of satisfaction and confidence one has in their role.
- D) Persistence (Secondary Strength)** — The ability of an individual to maintain direction regardless of circumstances, to stay on target until one's goal is achieved.
- E) Consistency (Secondary Strength)** — The ability to maintain a sense of order, constancy and continuity in one's actions, to be able to transfer goals into action.
- F) Health Tension Index (Primary Development)** — This component measures how well one can balance anxiety, despair and depressive attitudes.

# Manager 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.**

|                              |                      |
|------------------------------|----------------------|
| <b>Primary Strengths</b>     | <b>9.4 to 10.0</b>   |
| <b>Secondary Strengths</b>   | <b>8.9 to 9.39</b>   |
| <b>Secondary Development</b> | <b>8.3 to 8.89</b>   |
| <b>Primary Development</b>   | <b>less than 8.3</b> |

- A) Attitude Toward Others (Secondary Strength)** — This component measures the ability to be positive, objective and tolerant in interactions with others.
- B) Insight Into Others (Secondary Strength)** — This component measures a person's ability to see and understand the needs and interests of others, to identify and relate with the needs and concerns of others.
- C) 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.
- 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) 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.
- F) 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.

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## **Manager Assessment**

### **PRIMARY STRENGTH COMMENTS**

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#### **Integrative Ability: (Deciding What Needs To Be Done)**

You have a good capacity for identifying what 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 and can see the heart of the problem identifying alternatives for resolving the problem in an effective manner.

#### **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.

#### **Conceptual Organization: (Planning and Organizing)**

Your individualism can generate a strong need to do things in your own way. 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.

#### **Role Satisfaction: (Making Things Happen)**

You are confident that what you are doing is what is best for you and that your social/role accomplishments will serve a useful function for yourself and for society. This confidence combined with your feelings of personal competence will build an urgency to get things done and to push ahead with energy and commitment.



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## **Manager Assessment**

### **SECONDARY STRENGTH COMMENTS**

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#### **Intuitive Insight: (Deciding What Needs To Be Done)**

You have a well developed ability for intuitive thinking. This gives you the capacity to identify 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.

#### **Evaluating What Needs To Be Done: (Managing Activities)**

You have an excellent ability for sizing up situations, for 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.

#### **Attention To Concrete Detail: (Managing Activities)**

You have the ability to see and understand what is happening in a practical, pragmatic way. This builds the ability to focus on things in such a way that you are able to identify the flaws in things as well as their positive, functional worth.

#### **Doing Things Right: (Managing Activities)**

You have the ability to understand the need for doing things right. 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 spending your time and energy looking for novel, unique ways of getting things done.

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## **Manager Assessment**

### **SECONDARY STRENGTH COMMENTS**

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#### **Meeting Schedules And Deadlines: (Managing Activities)**

You have the ability to understand the importance of schedules and deadlines and the ability to build timetables which 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.

#### **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.

#### **Goal Directedness: (Making Things Happen)**

You are in transition with respect to inner goals and ideals which guide your actions. You 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.

#### **Persistence: (Making Things Happen)**

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: (Making Things Happen)**

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.

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## **Manager Assessment**

### **SECONDARY STRENGTH COMMENTS**

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#### **Attitude Toward Others: (Relating With Others)**

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

#### **Insight Into Others: (Relating With Others)**

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

#### **Listening To Others: (Relating With Others)**

You have the ability and willingness to listen to what others are saying, to pay 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.

#### **Talking At The Right Time: (Relating 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.

#### **Patience With Others: (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 others when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

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***Manager Assessment***  
**SECONDARY STRENGTH COMMENTS**

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**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.

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## ***Manager Assessment***

### **SECONDARY DEVELOPMENT COMMENTS**

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#### **Proactive, Conceptual Thinking: (Deciding What Needs To Be Done)**

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 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.

#### **Attitude Toward Authority: (Managing Activities)**

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 from others to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

#### **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 course that teaches you the value of planning and provides techniques for building planning habits.

#### **Results Oriented: (Making Things Happen)**

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 which will help you identify when immediate action is needed.

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***Manager Assessment***  
**PRIMARY DEVELOPMENT COMMENTS**

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**Health-Tension Index: (Making Things Happen)**

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

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**Manager Assessment**  
**IDENTIFYING VALUE TALENT**  
**BUILDING VALUES**  
**(Sources of Flow)**

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**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.

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***Manager Assessment***  
**IDENTIFYING VALUE TALENT**  
**BUILDING VALUES**  
**(Sources of Flow)**

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**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.



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**Manager Assessment**  
**IDENTIFYING VALUE TALENT**  
**BUILDING VALUES**  
**(Sources of Flow)**

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**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.

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**Manager Assessment**  
**IDENTIFYING VALUE TALENT**  
**BUILDING VALUES**  
**(Sources of Flow)**

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**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.

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***Manager Assessment***  
**IDENTIFYING VALUE TALENT**  
**BLOCKING VALUES**  
**(Sources of Interference)**

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**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.

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***Manager Assessment***  
**IDENTIFYING VALUE TALENT**  
**BLOCKING VALUES**  
**(Sources of Interference)**

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**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.

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***Manager Assessment***  
**VALUE STRUCTURE OVERVIEW**  
**WORLD**

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**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.

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***Manager Assessment***  
**VALUE STRUCTURE OVERVIEW**  
**SELF**

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**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**

| <b>WORLD CLARITY</b>               | <b>INATTENTIVE TO THE CAPACITY</b>                      | <b>CAUTIOUS ABOUT THE CAPACITY</b>              | <b>ATTENTIVE TO THE CAPACITY</b> | <b>OVERATTENTIVE TO THE CAPACITY</b>              |
|------------------------------------|---|---|----------------------------------|---|
| 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.

| <b>SELF CLARITY</b>            | <b>INATTENTIVE TO THE CAPACITY</b>             | <b>CAUTIOUS ABOUT THE CAPACITY</b>          | <b>ATTENTIVE TO THE CAPACITY</b>                     | <b>OVERATTENTIVE TO THE CAPACITY</b> |
|--------------------------------|--|---|--|--------------------------------------|
| 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.

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## **COMPOSITE ATTITUDE SURVEY**

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**WORLD**

| <b>DIMENSION</b>      | <b>CLARITY</b>   | <b>LEVEL OF ATTENTION</b>        | <b>DESCRIPTION</b>   |
|-----------------------|------------------|----------------------------------|--|
| EMPATHY               | CRYSTAL<br>CLEAR | OVERATTENTIVE TO THE<br>CAPACITY | KEENLY PERCEPTIVE CAUTIOUSLY<br>OPTIMISTIC SELECTIVE       |
| PRACTICAL<br>JUDGMENT | CRYSTAL<br>CLEAR | CAUTIOUS ABOUT THE<br>CAPACITY   | KEENLY PERCEPTIVE CAUTIOUSLY<br>DISCRETE PRAGMATIC         |
| SYSTEM<br>JUDGMENT    | CRYSTAL<br>CLEAR | INATTENTIVE TO THE<br>CAPACITY   | KEENLY PERCEPTIVE INDIVIDUALISTIC<br>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**

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