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Manager Synopsis

Prepared for
Demo Sample



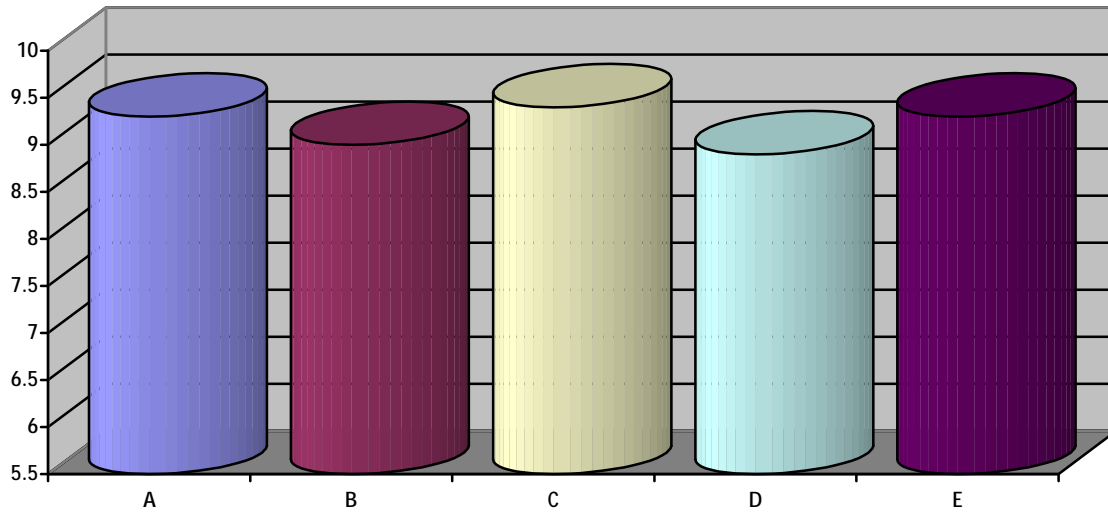
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Manager Synopsis

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 (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.

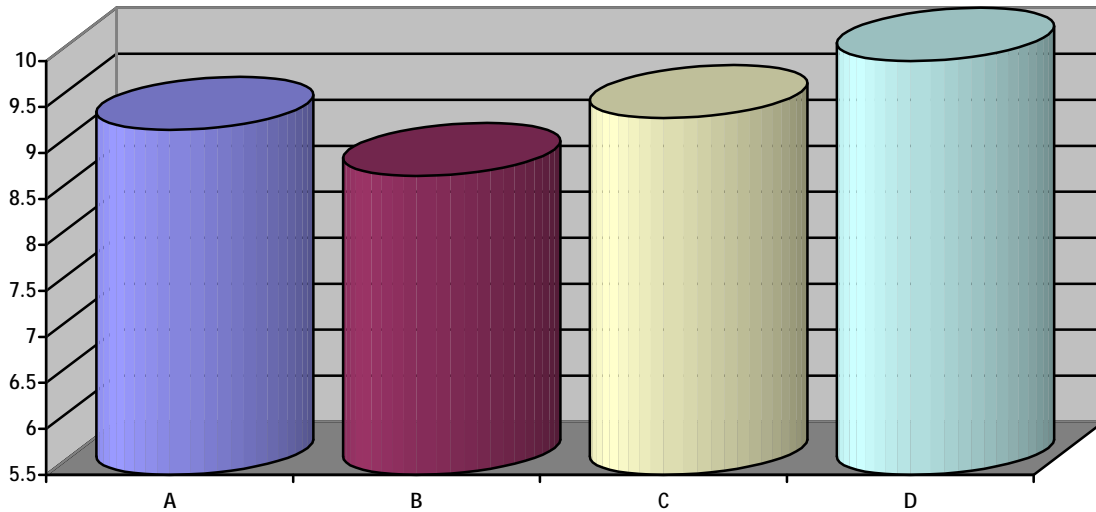
C) Planning & Organizing (Primary Strength) — Measures the ability to set goals, build plans, and translate them into action.

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.

Manager Synopsis

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.

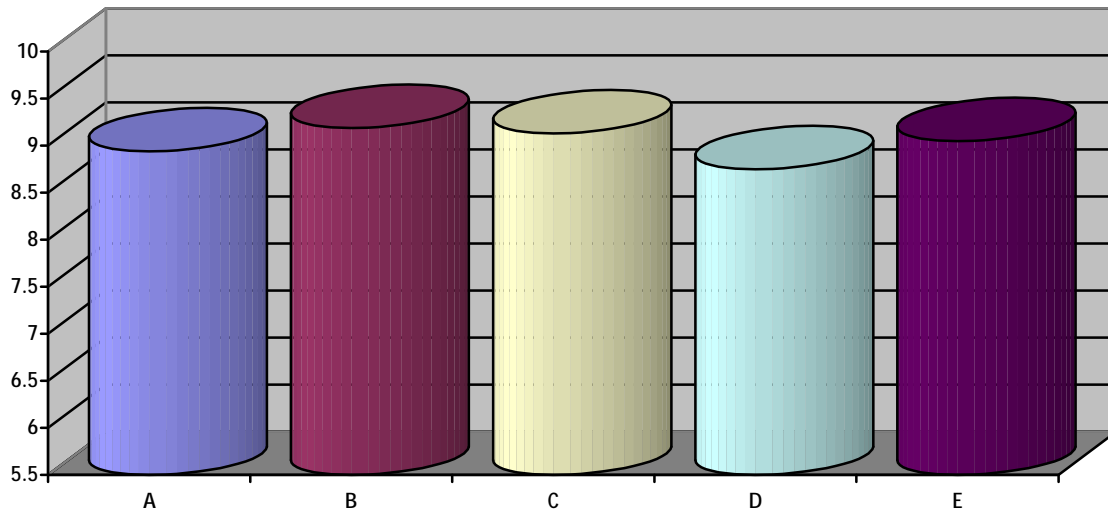
B) Proactive Thinking (Secondary Development) — The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

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 Synopsis

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 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.

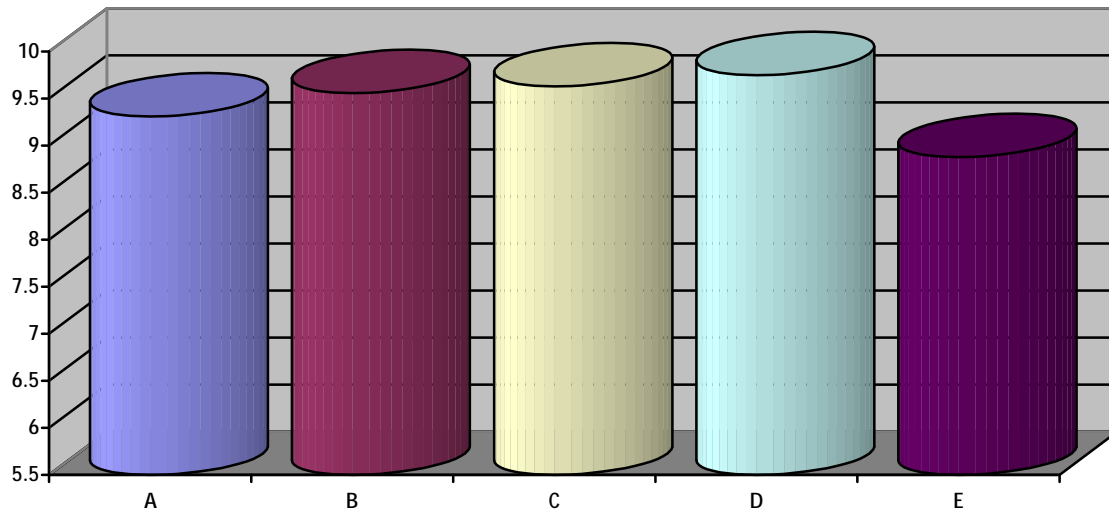
C) Doing Things Right (Secondary Strength) — This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.

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 Synopsis

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.

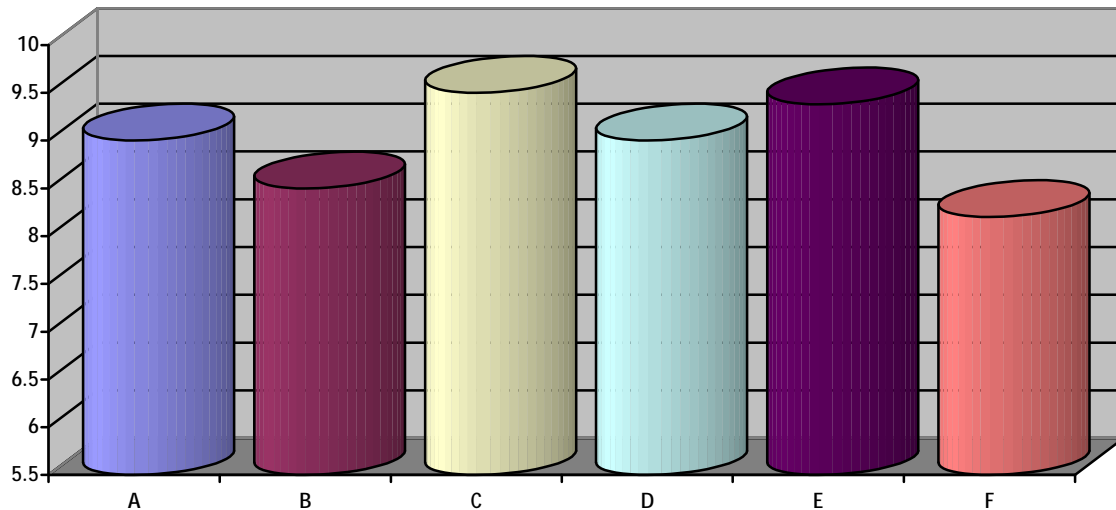
C) Concrete Organization (Primary Strength) — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

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 Synopsis

MAKING THINGS HAPPEN



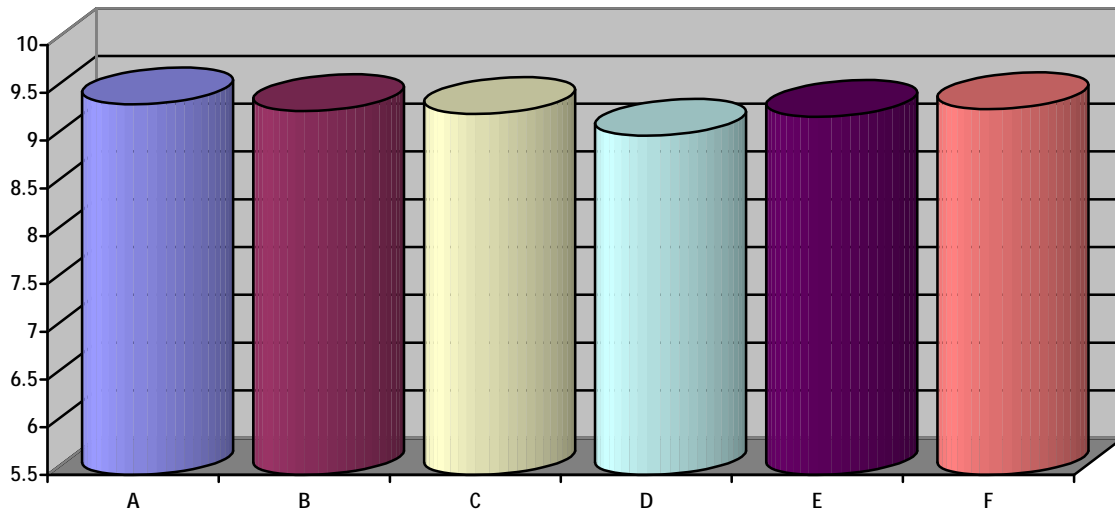
MAKING THINGS HAPPEN: Achievement Drive is a composite of several internal value structures that provide the primary driving impetus for a person to perform at a level higher than the average or to continually strive to achieve a higher performance level.

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) — 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 Synopsis

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) 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.

Manager Synopsis **PRIMARY STRENGTH COMMENTS**

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.

Manager Synopsis **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 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.

Manager Synopsis

SECONDARY STRENGTH COMMENTS

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.

Manager Synopsis **SECONDARY STRENGTH COMMENTS**

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.

Manager Synopsis
SECONDARY STRENGTH COMMENTS

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.

Manager Synopsis

SECONDARY DEVELOPMENT COMMENTS

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.

Manager Synopsis
PRIMARY DEVELOPMENT COMMENTS

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.