

The Attribute Index - Emotional Intelligence™

Innermetrix, Inc.
Innermetrix Talent Profile of John Doe

Patterns Overview

Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns due to the work of Dr. David Mefford and his characterology research on axiology and personality types (Mefford, et.al, 1980). Dr. Mefford worked out a system of patterns based on two distinct factors unique to axiology. His research focused on the clarity patterns, which we have expanded upon.

The Personal Style: People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

The Practical Style: People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

The Analytical Style: People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

Balanced I=E= S (L)

External Decision Making Pattern Summary

You have a balanced view of all three dimensions of thought (People, Tasks and Systems). You see all three dimensions with the same level of clarity so there is no imbalance between either of the three. You appreciate and possess equal levels of ability for working with systems, rules, structure, concrete organization, detailed planning, and people; but all of these levels are also not as developed as they could be. You have low levels of development in all three dimensions. This could be caused by some significant stress in your life right now. Significant emotional events can cause a temporary lack of clarity in all the dimension of thought so this is something that should be considered as a cause for these scores. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Versatility in dealing with people, performance or Systems equally
Change oriented, open to lack of order

Minimizers

Underdeveloped levels of clarity in all three dimensions of thought
Lack of external motivation
Difficulty valuing or understanding others
Understanding and communicating with others
Planning and organizing
Schematic thinking

Motivators

Internal factors rather than external ones

Needs for Growth

Clarity levels in all three dimensions of thought. Awareness and understanding of how balanced low scores may impact roles, duties and objective success of a given position.

Targets for Reinforcement (R) and Development (D)

Sensitivity toward others (D)
Practical Thinking (D)
Results Orientation (D)

Preferred Environment

An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role, which does not demand too, much of any of the three roles allows the most complete usage of all three external dimensions of thought.

Self-Actualizing I=E=S (L)

Internal Decision Making Pattern Summary

The low self-actualized pattern is ideally balanced in all three dimensions of thought, but overall development is low. Although completely balanced, you do not see these three dimensions of thought, as clearly as you could, and as a result you may not be as proficient as possible in a variety of areas at this time in your life. You may be suffering from lower self esteem, combined with some confusion about the best role for yourself right now due to these doubts you are unsure how to proceed. Indecisiveness, insecurity and lack of drive will be the result while you are in this situation. Your overall level of development for the People, Tasks, and Systems dimensions is low. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Balanced approach to inner self evaluation
Easy going
Lack of anxiety caused by imbalanced dimensional view

Minimizers

Lack of development of primary dimensions of thought:
Self esteem
Role awareness
Self direction

Motivators

Self improvement
Material possessions
Sense of mission

Needs for Growth

To develop abilities in the core dimensions of thought (people, tasks, systems). Identify barriers or obstacles that may be limiting the use of any of these areas.

Targets for Reinforcement (R) and Development (D)

Self esteem (D)
Role awareness (D)
Self direction (D)

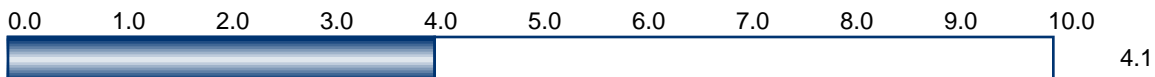
The Attribute Index - Emotional Intelligence Summary

Report Summary

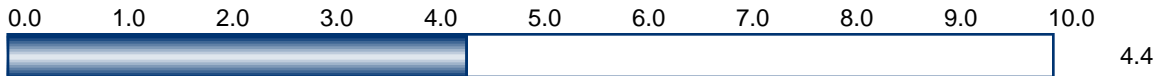
This graph summarizes the 7 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. For years, people have taught that a person's intellectual intelligence is the greatest predictor of success. In the past 10 years, however, researchers have found that this isn't necessarily the case -- that in actuality, a person's emotional intelligence quotient (EQ) might be a greater predictor of success than his IQ. What is emotional intelligence? When Drs. Mayer, Ph.D., and Salovey, Ph.D., introduced the term "emotional intelligence", they used the term to describe a person's ability to understand personal emotions and the emotions of others and to act appropriately based on this understanding.

Report Component Graphs

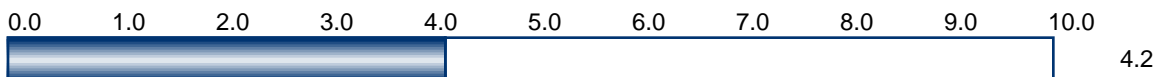
Communication Skills



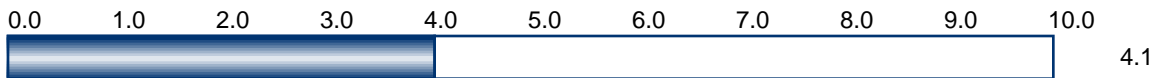
Interpersonal Skills



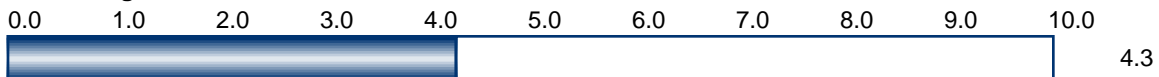
Personal Motivators



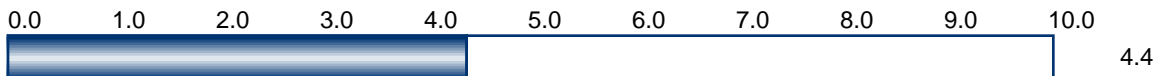
Self Awareness



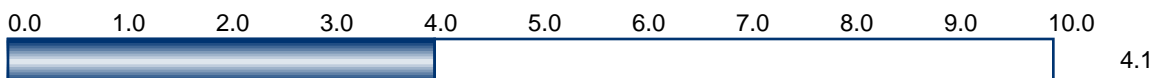
Self Management



Social Awareness



Social Skills



John Doe

Category Overviews

Communication Skills (4.1)

"Can John communicate effectively with a variety of other people?" This measures John's ability to relate to others and to understand them accurately. This category is composed of the following capacities: Freedom From Prejudices, Handling Rejection, Evaluating What Is Said, Sense of Timing, and Understanding Attitude.

Interpersonal Skills (4.4)

"How does John approach getting along with others?" This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

Personal Motivators (4.2)

"What drives John?" Different cognitive values cause John to have a different motivation. There are no "good" or "bad" scores in this category. Instead, these scores are an indication of the degree of influence that each of the six personal motivators exert.

Self Awareness (4.1)

How aware is John of his own unique abilities, his limitations, and how confident is he in these? This category examines how John feels about himself, the ability he has to be objective and accurate in this assessment and how strongly he believes in what he sees inside himself.

Self Management (4.3)

"Is John an effective manager of John?" This category takes a look at how John manages himself, and the capacities he possesses to allow him to develop himself.

Social Awareness (4.4)

"How does John approach getting along with others?" This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

Social Skills (4.1)

How well does John relate with others in a social setting? This category takes a look at John's ability to interact with others productively, understand them, collaborate on business with them, and lead or manage them.

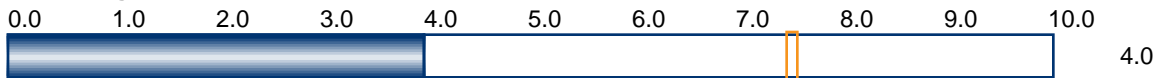
Communication Skills

Category Description

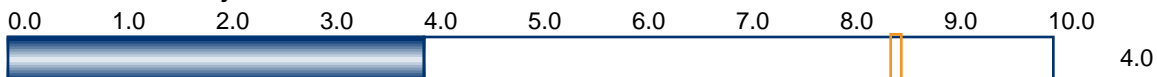
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Category Component Graphs

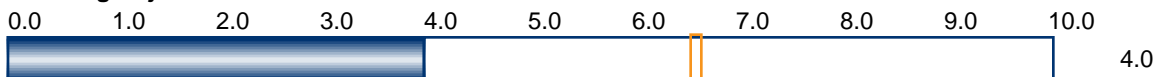
Evaluating What Is Said



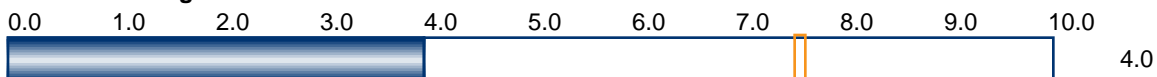
Freedom From Prejudices



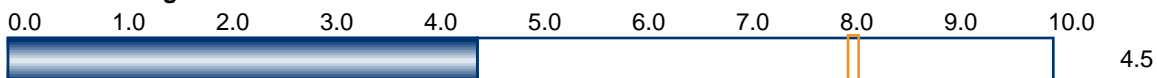
Handling Rejection



Sense of Timing



Understanding Attitude



John Doe

Category Component Descriptions

Evaluating What Is Said (4.0)

evaluates John's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

Freedom From Prejudices (4.0)

evaluates John's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

Handling Rejection (4.0)

evaluates John's ability to avoid taking rejection or criticism in an overly personal manner.

Sense of Timing (4.0)

evaluates John's ability to evaluate a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

Understanding Attitude (4.5)

evaluates John's ability to read between the lines and to understand body language, reticence, stress, and emotions.

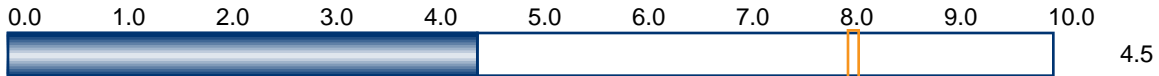
Interpersonal Skills

Category Description

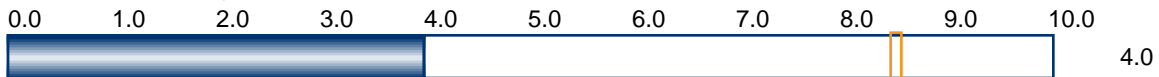
"How does John approach getting along with others?" This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

Category Component Graphs

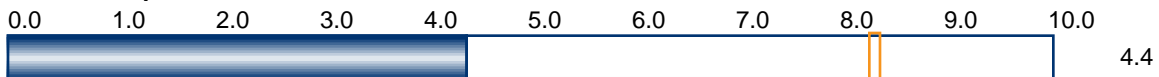
Attitude Toward Others



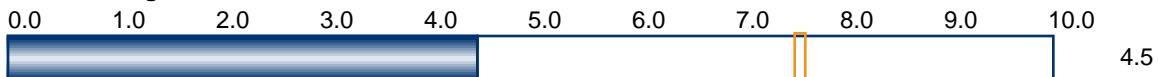
Freedom From Prejudices



Realistic Expectations



Surrendering Control



Category Component Descriptions

Attitude Toward Others (4.5)

evaluates John's ability to maintain a positive, open and objective attitude towards others.

Freedom From Prejudices (4.0)

evaluates John's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

Realistic Expectations (4.4)

evaluates whether John's expectations (in either quality of production or quality of performance) of others can realistically be met.

Surrendering Control (4.5)

evaluates John's ability to surrender control of a given situation or outcome to another person or a group of people.

John Doe

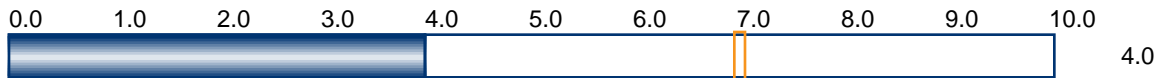
Personal Motivators

Category Description

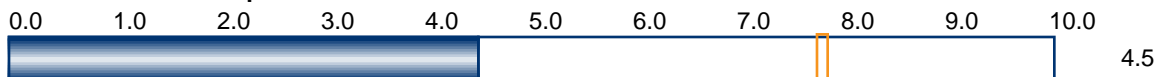
"What drives John?" Different cognitive values cause John to have a different motivation. There are no "good" or "bad" scores in this category. Instead, these score are an indication of the degree of influence that each of the six personal motivators exert.

Category Component Graphs

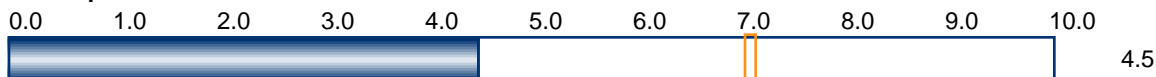
Material Possessions



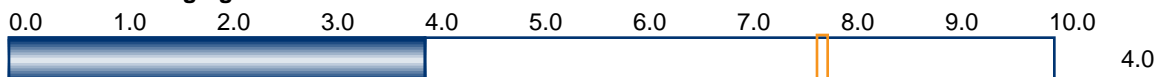
Personal Relationships



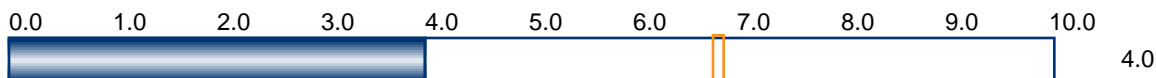
Self Improvement



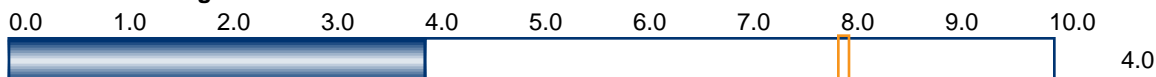
Sense of Belonging



Sense of Mission



Status and Recognition



Category Component Descriptions

Material Possessions (4.0)

evaluates the importance of money or material possessions in John's motivation.

Personal Relationships (4.5)

evaluates how motivated John is in forming personal relationships with the people with whom he works.

Self Improvement (4.5)

evaluates John's motivation to improve himself.

Sense of Belonging (4.0)

evaluates the importance of feeling like part of a team or a member of a group for John's motivation.

Sense of Mission (4.0)

evaluates the importance and commitment John gives to his ideals and goals.

Status and Recognition (4.0)

evaluates the importance for John of social status and recognition.

John Doe

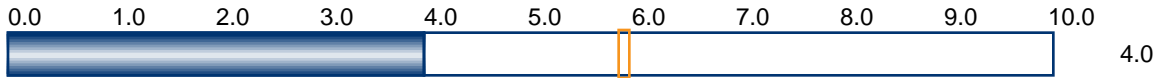
Self Awareness

Category Description

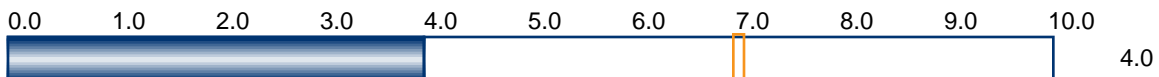
How aware is John of his own unique abilities, his limitations, and how confident is he in these? This category examines how John feels about himself, the ability he has to be objective and accurate in this assessment and how strongly he believes in what he sees inside himself.

Category Component Graphs

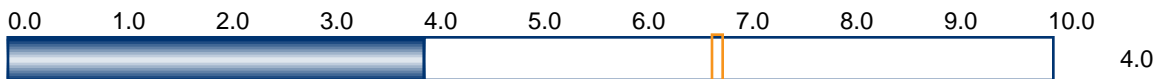
Self Assessment



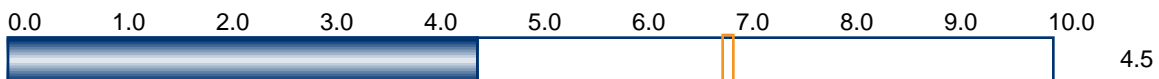
Self Confidence



Self Direction



Self Esteem



Category Component Descriptions

Self Assessment (4.0)

evaluates John's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (4.0)

evaluates John's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (4.0)

evaluates John's internal drive to excel in and believe in his chosen career path.

Self Esteem (4.5)

evaluates John's ability to realize and appreciate his own unique self worth.

John Doe

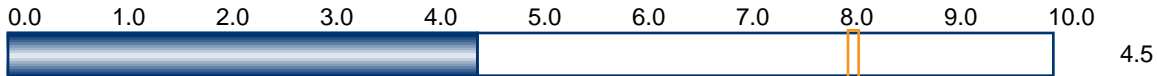
Social Awareness

Category Description

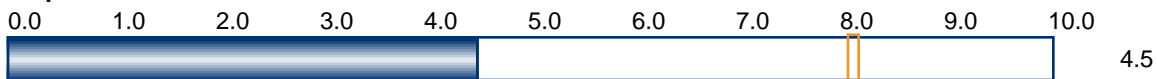
"How does John approach getting along with others?" This measures John's ability to interact with clients, customers, and coworkers on a daily basis.

Category Component Graphs

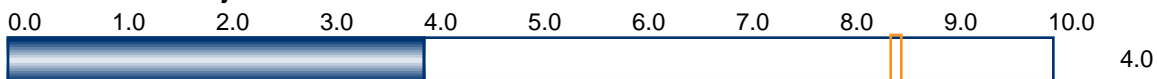
Attitude Toward Others



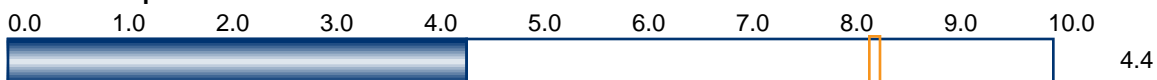
Empathetic Outlook



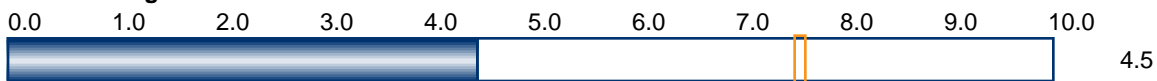
Freedom From Prejudices



Realistic Expectations



Surrendering Control



Category Component Descriptions

Attitude Toward Others (4.5)

evaluates John's ability to maintain a positive, open and objective attitude towards others.

Empathetic Outlook (4.5)

evaluates John's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Freedom From Prejudices (4.0)

evaluates John's ability to prevent prejudices from entering into and affecting an interpersonal relationship.

Realistic Expectations (4.4)

evaluates whether John's expectations (in either quality of production or quality of performance) of others can realistically be met.

Surrendering Control (4.5)

evaluates John's ability to surrender control of a given situation or outcome to another person or a group of people.

John Doe

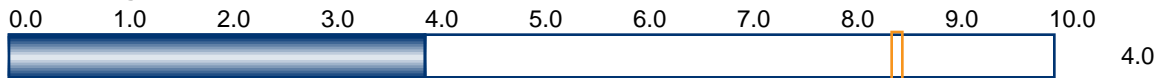
Social Skills

Category Description

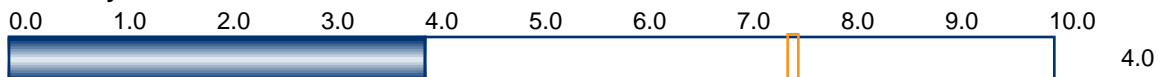
How well does John relate with others in a social setting? This category takes a look at John's ability to interact with others productively, understand them, collaborate on business with them, and lead or manage them.

Category Component Graphs

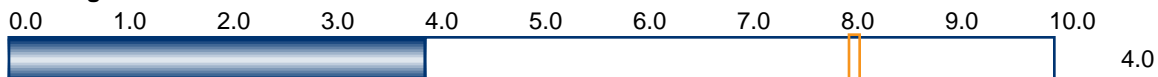
Developing Others



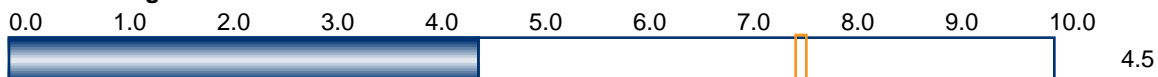
Flexibility



Leading Others



Surrendering Control



Category Component Descriptions

Developing Others (4.0)

evaluates John's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Flexibility (4.0)

evaluates John's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Leading Others (4.0)

evaluates John's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

Surrendering Control (4.5)

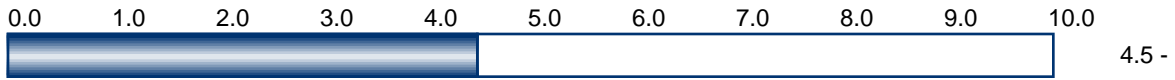
evaluates John's ability to surrender control of a given situation or outcome to another person or a group of people.

John Doe

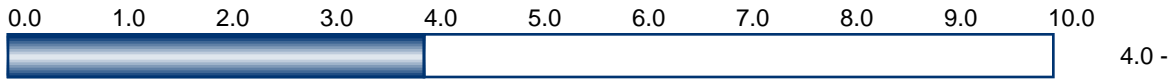
Dimensional Balance

External

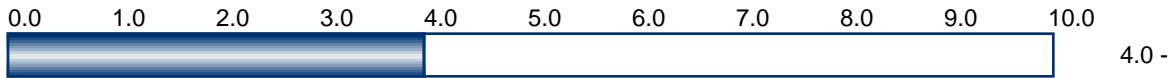
Empathy



Practical Thinking

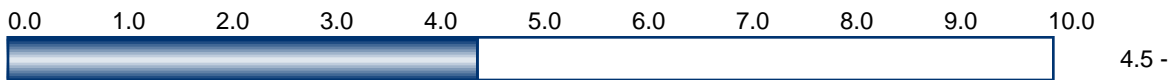


Systems Judgement

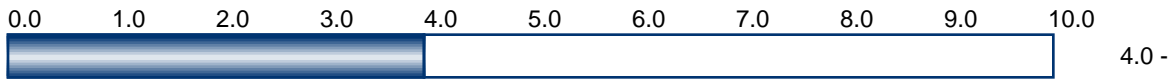


Internal

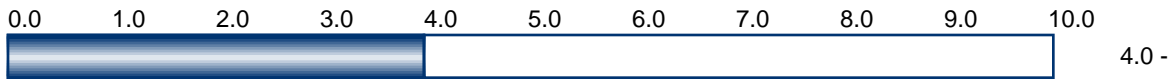
Self Esteem



Role Awareness



Self Direction



John Doe