

The Attribute Index - Customer Service TM

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.

Societal I=E>S (S)

External Decision Making Pattern Summary

The "(split)" in a Pattern title signifies extreme separation between a person's Maximizers and minimizers. The difference between the two can be extreme and very noticeable.

You prefer to interpret situations in terms of people and their social and work relationships first, and then the relationship to the larger system or structure within which these people and the society exist. Social behavior and productive application of human resources take much precedence over system and organization, or compliance with the set structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with low Systems dimension appreciation or ability. This means that you are someone who values people and their needs as very important and balance this importance with business objectives in a very good way. Your significantly lower valuation of the Systems dimension reveals that you have a strong dislike for highly structured environments, preferring instead to work freely without lots of controls. You are much more concerned with people and getting things done to be constrained by such things like blind rules that "don't understand the real time needs". Your overall development levels in the People and Systems dimensions are equal and high, while the Tasks dimension is moderate, but under developed in comparison. 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

Teamwork or any group effort
 Interpersonal communication
 Empathy
 Practical thinking
 Understanding others
 Planning and organizing
 Balancing performance and people needs with goal demands

Minimizers

Appreciation for authority, rules and regulations
 Strong preference for production deadlines or personnel needs in favor of rules, structure or systemic guidelines
 Systemic thought
 Proactive thinking
 Results orientation

Motivators

Financial security
 Status and recognition
 Personal relationships

Needs for Growth

Develop better two-way communication with authority figures, and greater appreciation for set rules, parameters, order or structure.

Targets for Reinforcement (R) and Development (D)

Results orientation (D)
 Problem Solving (D)
 Systems judgment (D)

Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership. Less structure.

Performer E>I=S (L)

Internal Decision Making Pattern Summary

You primarily value or appreciate yourself through your work or primary social roles (business and personal). You place most of the emphasis for your self worth on actually doing or performing the work or these primary roles. You have some significant questions about the way in which you are to accomplish your goal, however. This can often be caused by new technology, or a new way in which you fulfill your job or role. You also have a lower sense of self worth and this can cause people greater stress and rob you of productivity in many areas. Your overall level of development in the Tasks dimension is highest of the three, but only moderately. You have an equal, but low, level of development in the people and Systems dimensions. 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

Identification of self with primary social or professional role
Understanding what you want to do
Highly committed to your endeavors
"Keep at it" attitude

Minimizers

Self esteem vulnerability due to loss of social or professional role
Internal sense of direction or mission statement to follow
Goal focus

Motivators

Professional or role challenges or demands
Material possessions

Needs for Growth

To improve your self value apart from professional or role successes.

Targets for Reinforcement (R) and Development (D)

Personal commitment (D)
Self discipline/sense of duty (D)
Self assessment (D)

The Attribute Index - Customer Service Summary

Report Summary

This graph summarizes the 5 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This Customer Service assessment report is designed to objectively measure those capacities which are vital to successfully dealing with customers. This report seeks to provide valuable insight into John's specific aptitudes and abilities in relating to, understanding and satisfying the customer.

Report Component Graphs

Communicating with Customers



Personal Work Attitude



Problem Solving Capacity



Relating with Others



Work Ethic



John Doe

Category Overviews

Communicating with Customers (8.0)

John's ability to listen to, and respond to, the customer in an objective, efficient and professional manner.

Personal Work Attitude (5.9)

John's ability to feel satisfied and competent in his job, and to work in a persistent and consistent manner.

Problem Solving Capacity (6.4)

The ability to see and understand the crucial issues in a problem situation and to then identify workable solutions.

Relating with Others (7.5)

This is John's ability to understand and appreciate customer needs, to deal with customers in a concerned but objective manner.

Work Ethic (5.4)

"Is John a hard and honest worker?" This is an overall assessment of John's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

Communicating with Customers

Category Description

John's ability to listen to, and respond to, the customer in an objective, efficient and professional manner.

Category Component Graphs

Evaluating What Is Said



Human Awareness



Sense of Timing



Surrendering Control



Understanding Attitude



Category Component Descriptions

Evaluating What Is Said (6.9)

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.

Human Awareness (9.3)

evaluates John's ability to be conscious of the feelings and opinions of others; and to value others as people instead of just as their organizational role or value.

Sense of Timing (7.4)

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

Surrendering Control (6.9)

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

Understanding Attitude (9.3)

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

John Doe

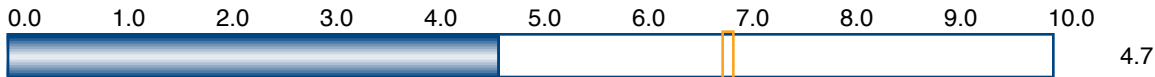
Personal Work Attitude

Category Description

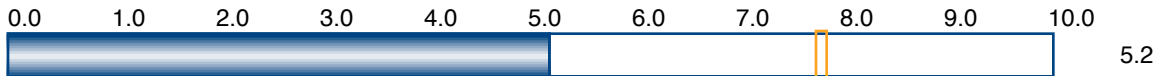
John's ability to feel satisfied and competent in his job, and to work in a persistent and consistent manner.

Category Component Graphs

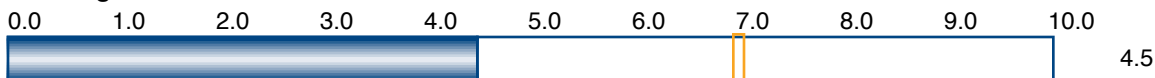
Accountability For Others



Following Directions



Handling Stress



Persistence



Personal Accountability



Role Confidence



John Doe

Category Component Descriptions

Accountability For Others (4.7)

evaluates John's ability to be responsible for the consequences of the actions of those whom he manages.

Following Directions (5.2)

evaluates John's ability to hear, understand, and follow directions or instructions effectively. This is his willingness to postpone making personal decisions, or taking action, until he has listened to what he is being asked to do.

Handling Stress (4.5)

evaluates John's ability to balance and to defuse inner tensions and stresses, which if allowed to build up, might interfere with his ability to perform up to his potential.

Persistence (7.5)

evaluates John's ability to stay on course in times of difficulty.

Personal Accountability (7.0)

evaluates John's ability to be responsible for the consequences of his own decisions and actions, and not shift the focus or blame for poor performance to somewhere else or on others.

Role Confidence (6.2)

evaluates John's ability to develop and to maintain an inner strength based on the belief that he will succeed.

Problem Solving Capacity

Category Description

The ability to see and understand the crucial issues in a problem situation and to then identify workable solutions.

Category Component Graphs

Attention To Detail



Integrative Ability



Intuitive Decision Making



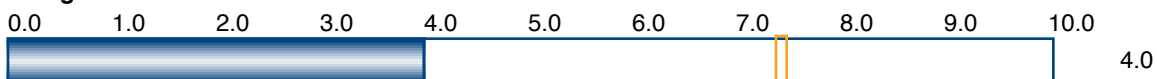
Problem and Situation Analysis



Problem Solving



Using Common Sense



John Doe

Category Component Descriptions

Attention To Detail (7.1)

evaluates John's ability to see and to pay attention to details.

Integrative Ability (7.6)

evaluates John's ability to identify the elements of a problem situation, to understand which components are critical, and to decide what to do.

Intuitive Decision Making (6.9)

evaluates John's ability to accurately compile intuitive perceptions about a situation into a decision or action.

Problem and Situation Analysis (6.3)

evaluates John's ability to identify the elements of a problematic situation and to understand which components are critical.

Problem Solving (6.4)

evaluates John's ability to identify alternative solutions to a problem and to select the best option.

Using Common Sense (4.0)

evaluates John's ability to focus on practical thinking, to see the world clearly, and to make common sense decisions.

Relating with Others

Category Description

This is John's ability to understand and appreciate customer needs, to deal with customers in a concerned but objective manner.

Category Component Graphs

Attitude Toward Others



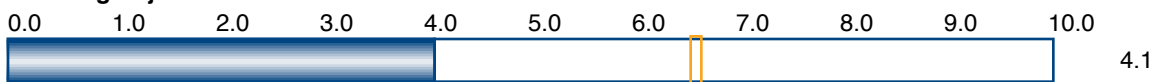
Emotional Control



Freedom From Prejudices



Handling Rejection



Relating To Others



Category Component Descriptions

Attitude Toward Others (9.3)

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

Emotional Control (5.8)

evaluates John's ability to maintain a rational and objective demeanor when faced with a stressful or emotional situation, and to act objectively, rather than impulsively and emotionally.

Freedom From Prejudices (9.0)

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

Handling Rejection (4.1)

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

Relating To Others (9.3)

evaluates John's ability to coordinate personal insights and knowledge of others into effective interactions.

John Doe

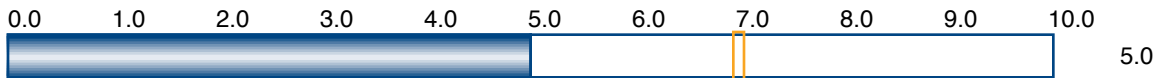
Work Ethic

Category Description

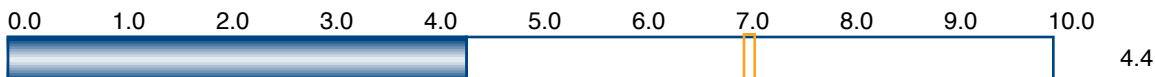
"Is John a hard and honest worker?" This is an overall assessment of John's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, posses a strong work ethic, and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

Category Component Graphs

Balanced Decision Making



Job Ethic



Meeting Standards



Respect For Policies



Category Component Descriptions

Balanced Decision Making (5.0)

evaluates John's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

Job Ethic (4.4)

evaluates John's personal commitment to the execution of a specific task.

Meeting Standards (6.7)

evaluates John's ability to see and to understand the standard requirements established for a job and evaluates his commitment to meeting them.

Respect For Policies (5.5)

evaluates John's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

John Doe

Dimensional Balance

External

Empathy



Practical Thinking

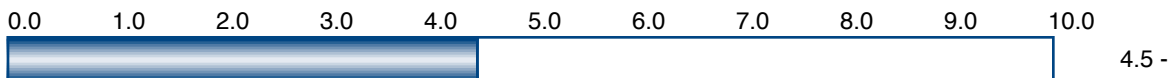


Systems Judgement



Internal

Self Esteem



Role Awareness



Self Direction



John Doe