

The Attribute Index - General Employment 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 - General Employment Summary

Report Summary

This graph summarizes the 4 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This general employee assessment report is designed to objectively measure, and provide a general overview of John's abilities in a work environment.

Report Component Graphs

Getting Results



Interpersonal Skills



Making Decisions



Work Ethic



John Doe

Category Overviews

Getting Results (6.2)

"What attributes does John possess that will help him to get results?" This provides information about John's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

Interpersonal Skills (8.7)

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

Making Decisions (6.3)

"Does John tend to make sound decisions in his daily activities?" This evaluates John's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

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).

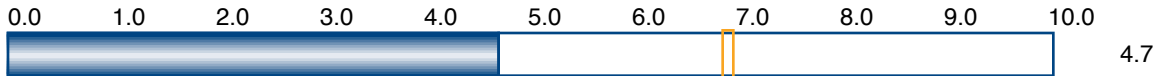
Getting Results

Category Description

"What attributes does John possess that will help him to get results?" This provides information about John's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

Category Component Graphs

Accountability For Others



Attention To Detail



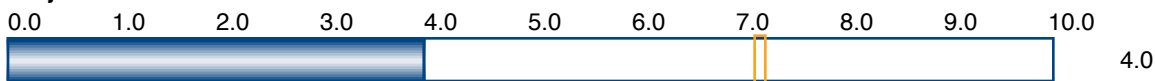
Consistency and Reliability



Personal Commitment



Project and Goal Focus



Results Orientation



Surrendering Control



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.

Attention To Detail (7.1)

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

Consistency and Reliability (8.3)

evaluates John's internal need to be conscientious in his personal or professional efforts, to be both consistent and reliable in his life roles.

Personal Commitment (6.7)

evaluates John's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Project and Goal Focus (4.0)

evaluates John's ability to stay on target regardless of circumstances.

Results Orientation (5.5)

evaluates John's ability to identify the actions necessary to complete tasks and to obtain results.

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.

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 (9.3)

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

Freedom From Prejudices (9.0)

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

Realistic Expectations (9.6)

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

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.

John Doe

Making Decisions

Category Description

"Does John tend to make sound decisions in his daily activities?" This evaluates John's ability to make accurate and appropriate decisions in order to accomplish a task or objective.

Category Component Graphs

Conceptual Thinking



Concrete Organization



Following Directions



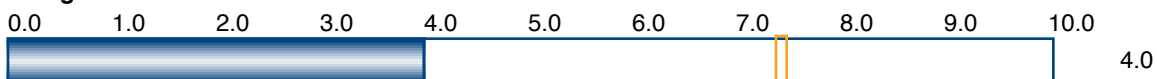
Intuitive Decision Making



Theoretical Problem Solving



Using Common Sense



John Doe

Category Component Descriptions

Conceptual Thinking (5.5)

evaluates John's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Concrete Organization (8.8)

evaluates John's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

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.

Intuitive Decision Making (6.9)

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

Theoretical Problem Solving (7.6)

evaluates John's ability to envision a situation and to then apply his Problem Solving Ability.

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.

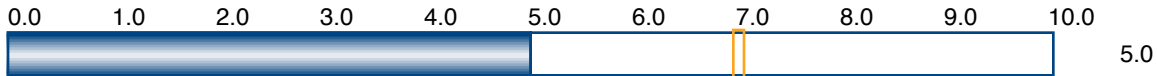
Work Ethic

Category Description

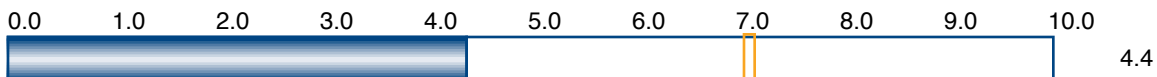
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Category Component Graphs

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

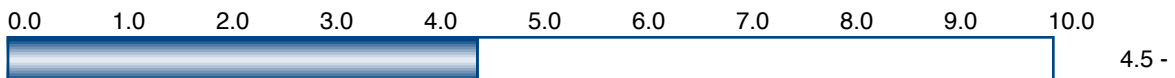


Systems Judgement



Internal

Self Esteem



Role Awareness



Self Direction



John Doe