

The Attribute Index - Leadership™

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 - Leadership 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.

Report Component Graphs

1. Envisioning an Outcome



2. Understanding Your Supporters



3. Communicating Your Vision



4. Serving Others



5. Inspiring Others



6. Guiding Others



7. Developing Yourself



John Doe

Category Overviews

1. Envisioning an Outcome (6.0)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (8.1)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (5.8)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (8.2)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

5. Inspiring Others (7.6)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (6.4)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

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7. Developing Yourself (5.5)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

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1. Envisioning an Outcome

Category Description

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Graphs

Conceptual Thinking



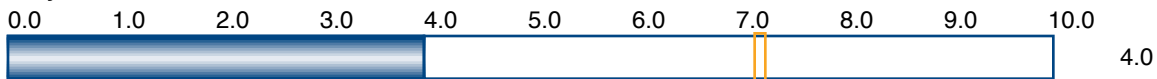
Initiative



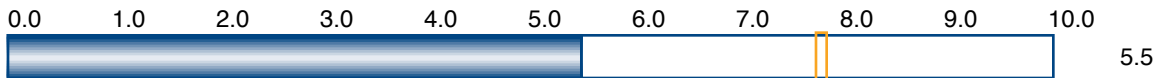
Persistence



Project and Goal Focus



Results Orientation



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.

Initiative (7.4)

evaluates John's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (7.5)

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

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.

2. Understanding Your Supporters

Category Description

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

Category Component Graphs

Conceptual Thinking



Empathetic Outlook



Evaluating What Is Said



Realistic Expectations



Understanding Attitude



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.

Empathetic Outlook (9.3)

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

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.

Realistic Expectations (9.6)

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

Understanding Attitude (9.3)

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

3. Communicating Your Vision

Category Description

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

Category Component Graphs

Conveying Role Value



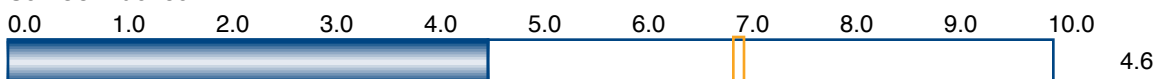
Evaluating What Is Said



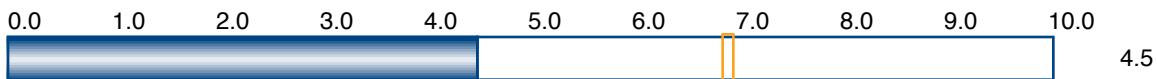
Personal Commitment



Self Confidence



Self Esteem



John Doe

Category Component Descriptions

Conveying Role Value (6.2)
evaluates John's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

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.

Personal Commitment (6.7)
evaluates John's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Self Confidence (4.6)
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 Esteem (4.5)
evaluates John's ability to realize and appreciate his own unique self worth.

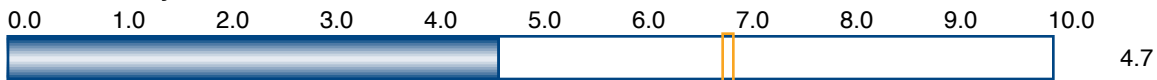
4. Serving Others

Category Description

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

Category Component Graphs

Accountability For Others



Attitude Toward Others



Empathetic Outlook



Evaluating Others



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.

Attitude Toward Others (9.3)

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

Empathetic Outlook (9.3)

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

Evaluating Others (9.6)

evaluates John's ability to make realistic and accurate judgments about another, to evaluate his or her strengths and weaknesses, and to understand his or her manner of thinking, acting, and behaving.

John Doe

5. Inspiring Others

Category Description

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from an the individual. Therefore, leading others for the long term requires you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, a leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

Category Component Graphs

Developing Others



Gaining Commitment



Leading Others



Long Range Planning



Persuading Others



John Doe

Category Component Descriptions

Developing Others (9.0)

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.

Gaining Commitment (6.7)

evaluates John's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

Leading Others (9.0)

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.

Long Range Planning (5.8)

evaluates John's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (7.6)

evaluates John's ability to present his viewpoint in such a way that it is accepted by others.

6. Guiding Others

Category Description

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

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Category Component Graphs

Flexibility



Persistence



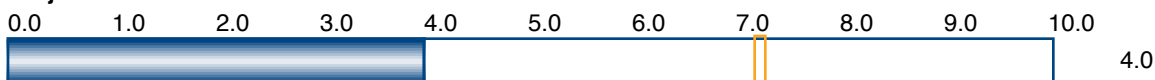
Personal Accountability



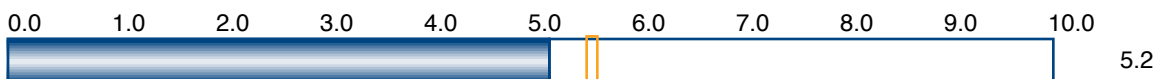
Practical Thinking



Project and Goal Focus



Self Control



Self Direction



John Doe

Category Component Descriptions

Flexibility (6.9)

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

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.

Practical Thinking (8.8)

evaluates John's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Project and Goal Focus (4.0)

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

Self Control (5.2)

evaluates John's ability to remain rational and objective when faced with a stressful and emotional situation.

Self Direction (5.5)

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

7. Developing Yourself

Category Description

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

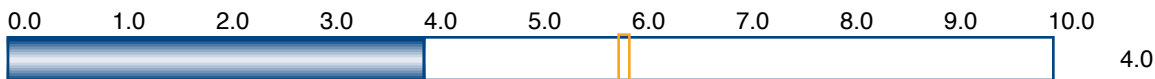
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Category Component Graphs

Role Awareness



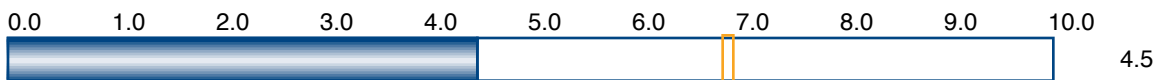
Self Assessment



Self Direction



Self Esteem



John Doe

Category Component Descriptions

Role Awareness (7.9)

evaluates John's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

Self Assessment (4.0)

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

Self Direction (5.5)

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.

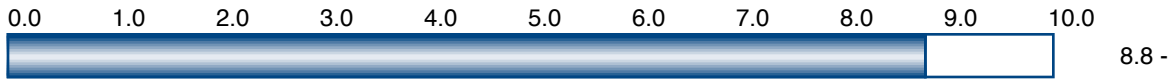
Dimensional Balance

External

Empathy



Practical Thinking

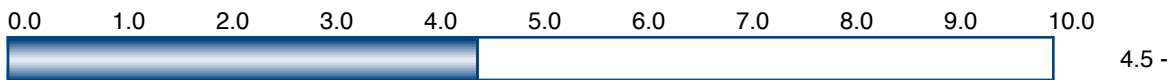


Systems Judgement



Internal

Self Esteem



Role Awareness



Self Direction



John Doe