

# **The Attribute Index - Management <sup>TM</sup>**

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 - Management Summary

## Report Summary

This graph summarizes the 6 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This Management profile is designed to measure capacities which are vital to successful management of others. This report may provide valuable insight into John's specific aptitudes and abilities in a multitude of business management related categories.

## Report Component Graphs

### Human Resource Management



### Performance Management



### Personal Motivators



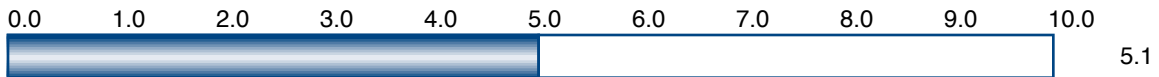
### Planning and Organizing



### Production Management



### Self Management



John Doe

## Category Overviews

### Human Resource Management (9.2)

"Is John an effective manager of others?" This measures John's ability to find, develop and retain the people that are vital to both his and his company's success.

### Performance Management (7.8)

"Can John keep others focused?" Closely tied to Human Resource Management, this category expands that examination of John's abilities to include his aptitude for motivating others to success. This involves his ability to be aware of others, convey a role's value, gain commitment and understand the motivational needs of others.

### Personal Motivators (6.9)

"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.

### Planning and Organizing (6.7)

"Is John an effective planner and organizer?" This category measures John's conceptual abilities and how he applies them to organizing and setting direction. These include: long-range planning ability, concrete organizing, proactive thinking and being able to see the big picture.

### Production Management (6.4)

"How well does John handle the dual responsibilities of managing human and physical resources?" Effectively managing both people and production requires a unique blend of abilities including: project scheduling, problem/situation analysis, problem solving ability, results orientation, quality orientation, and problem management.

### Self Management (5.1)

"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.

# Human Resource Management

## Category Description

"Is John an effective manager of others?" This measures John's ability to find, develop and retain the people that are vital to both his and his company's success.

## Category Component Graphs

### Correcting Others



### Developing Others



### Evaluating Others



### Leading Others



### Realistic Goal Setting For Others



## Category Component Descriptions

### Correcting Others (9.3)

evaluates John's ability to confront controversial or difficult issues in an objective manner and to have non-emotional discussions about disciplinary matters.

### 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.

### 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.

### 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.

### Realistic Goal Setting For Others (9.3)

evaluates John's ability to set goals for others that can be achieved by using the available resources and operating within a projected timeframe.

John Doe

# Performance Management

## Category Description

"Can John keep others focused?" Closely tied to Human Resource Management, this category expands that examination of John's abilities to include his aptitude for motivating others to success. This involves his ability to be aware of others, convey a role's value, gain commitment and understand the motivational needs of others.

## Category Component Graphs

### Conveying Role Value



### Gaining Commitment



### Human Awareness



### Understanding Motivational Needs



## 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.

### 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.

### 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.

### Understanding Motivational Needs (9.0)

evaluates John's ability to understand the needs and desires of employees and to use this knowledge to motivate them to succeed.

John Doe

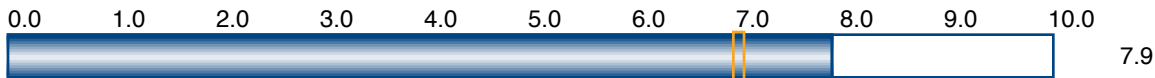
# Personal Motivators

## 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

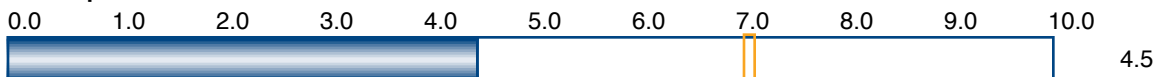
### Material Possessions



### Personal Relationships



### Self Improvement



### Sense of Belonging



### Sense of Mission



### Status and Recognition



John Doe

## Category Component Descriptions

### Material Possessions (7.9)

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

### Personal Relationships (9.3)

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 (5.5)

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

### Sense of Mission (5.5)

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

### Status and Recognition (8.8)

evaluates the importance for John of social status and recognition.

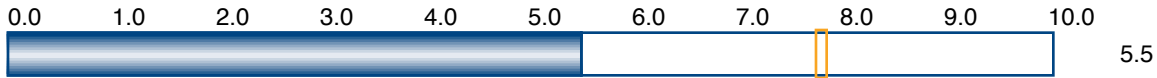
# Planning and Organizing

## Category Description

"Is John an effective planner and organizer?" This category measures John's conceptual abilities and how he applies them to organizing and setting direction. These include: long-range planning ability, concrete organizing, proactive thinking and being able to see the big picture.

## Category Component Graphs

### Conceptual Thinking



### Concrete Organization



### Long Range Planning



### Proactive Thinking



## 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.

### 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.

### Proactive Thinking (6.8)

evaluates John's ability to determine the future implications of current decisions and actions.

John Doe

# Production Management

## Category Description

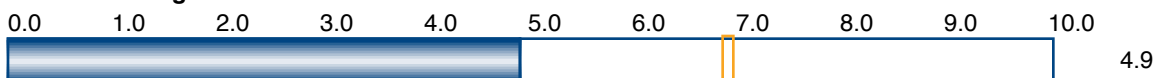
"How well does John handle the dual responsibilities of managing human and physical resources?" Effectively managing both people and production requires a unique blend of abilities including: project scheduling, problem/situation analysis, problem solving ability, results orientation, quality orientation, and problem management.

## Category Component Graphs

### Problem and Situation Analysis



### Problem Management



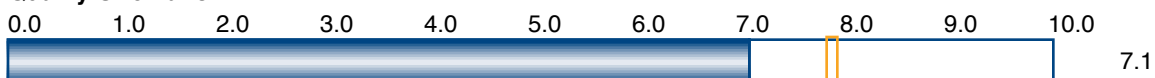
### Problem Solving



### Project Scheduling



### Quality Orientation



### Results Orientation



John Doe

## Category Component Descriptions

### 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 Management (4.9)

evaluates John's ability to keep critical issues in context so that he can understand what is happening and effectively use available resources to solve the problem.

### Problem Solving (6.4)

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

### Project Scheduling (7.9)

evaluates John's ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe.

### Quality Orientation (7.1)

evaluates John's affinity for seeing details, grading them against a preset standard (either his own or externally assigned), and identifying flaws.

### Results Orientation (5.5)

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

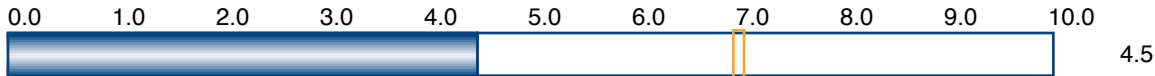
# Self Management

## Category Description

"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.

## Category Component Graphs

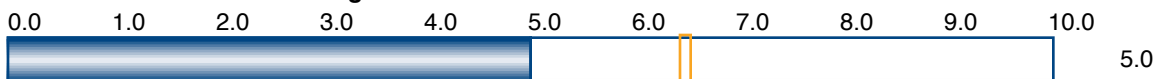
### Handling Stress



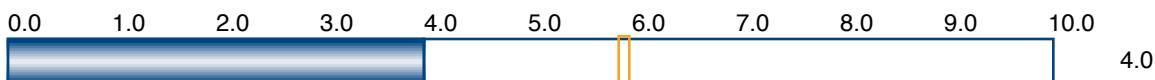
### Personal Accountability



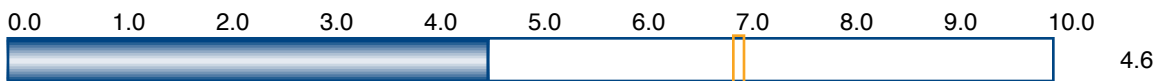
### Realistic Personal Goal Setting



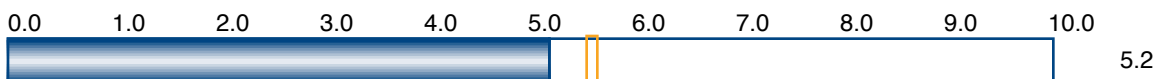
### Self Assessment



### Self Confidence



### Self Control



### Self Discipline and Sense of Duty



## Category Component Descriptions

### 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.

### 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.

### Realistic Personal Goal Setting (5.0)

evaluates John's ability to set goals for himself that can be achieved using available resources and operating within a projected timeframe.

### Self Assessment (4.0)

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

### 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 Control (5.2)

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

### Self Discipline and Sense of Duty (5.5)

evaluates how strongly John feels the need to be consistent and true to himself in his actions.

John Doe

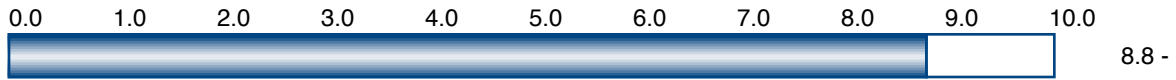
# Dimensional Balance

## External

### Empathy



### Practical Thinking

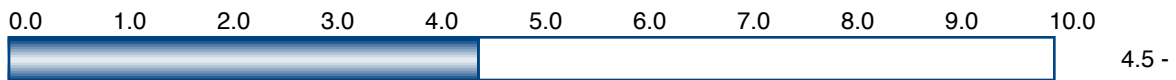


### Systems Judgement



## Internal

### Self Esteem



### Role Awareness



### Self Direction



John Doe