

The Attribute Index - Sales Management 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 - Sales Management 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. This Sales Management report is designed to measure capacities which are vital to successful management in a sales environment. This report may provide valuable insight into John's specific aptitudes and abilities in a multitude of sales management related categories.

Report Component Graphs

Developing Talent



Finding Talent



Goal achievement



Guiding vision



Leading talent



Rough water navigation



Strategic planning



John Doe

Category Overviews

Developing Talent (8.5)

"How well does John develop the skills and careers of others?" This measures John's ability to accurately understand the needs of his employees and to develop a training program that assesses those needs.

Finding Talent (8.4)

"Does John effectively manage the needs for first class employees?" This measures John's ability to identify and implement the steps needed to find, develop and retain the very best talent.

Goal achievement (6.3)

"What capacities does John possess which aid him in achieving his goals?" John's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

Guiding vision (7.2)

"How well can John use his abilities to formulate future opportunities?" This measures John's ability to accurately identify opportunities which may sometimes be distant, vague or even hidden.

Leading talent (8.4)

"What are John's leadership abilities?" This measures John's ability to lead others toward the successful completion of goals.

Rough water navigation (6.6)

"Will John diffuse a conflict, or will he fuel it?" This is a measurement of John's ability to resolve problems or conflicts in a tactful manner, and to keep momentum moving forward for all parties involved.

Strategic planning (7.4)

This is John's ability to view the "Big Picture" as a whole. How well does he conceptualize the entire situation, identify problems, and utilize the complete spectrum of resources available to decide upon a solution.

Developing Talent

Category Description

"How well does John develop the skills and careers of others?" This measures John's ability to accurately understand the needs of his employees and to develop a training program that assesses those needs.

Category Component Graphs

Developing Others



Gaining Commitment



Realistic Goal Setting For Others



Understanding Motivational Needs



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.

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.

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

Finding Talent

Category Description

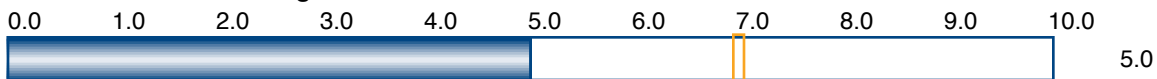
"Does John effectively manage the needs for first class employees?" This measures John's ability to identify and implement the steps needed to find, develop and retain the very best talent.

Category Component Graphs

Attitude Toward Others



Balanced Decision Making



Empathetic Outlook



Evaluating Others



Freedom From Prejudices



Category Component Descriptions

Attitude Toward Others (9.3)

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

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.

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.

Freedom From Prejudices (9.0)

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

John Doe

Goal achievement

Category Description

"What capacities does John possess which aid him in achieving his goals?" John's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

Category Component Graphs

Conceptual Thinking



Long Range Planning



Problem Solving



Theoretical Problem Solving



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.

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.

Problem Solving (6.4)

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

Theoretical Problem Solving (7.6)

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

John Doe

Guiding vision

Category Description

"How well can John use his abilities to formulate future opportunities?" This measures John's ability to accurately identify opportunities which may sometimes be distant, vague or even hidden.

Category Component Graphs

Creativity



Flexibility



Integrative Ability



Proactive Thinking



Seeing Potential Problems



Category Component Descriptions

Creativity (6.9)

evaluates John as an innovative thinker whose views of himself and the world allow him to think outside the box.

Flexibility (6.9)

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

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.

Proactive Thinking (6.8)

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

Seeing Potential Problems (7.6)

evaluates John's ability to structure current situations in an ongoing scenario and be able to identify developments that could cause problems in the future.

John Doe

Leading talent

Category Description

"What are John's leadership abilities?" This measures John's ability to lead others toward the successful completion of goals.

Category Component Graphs

Conveying Role Value



Developing Others



Human Awareness



Leading Others



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.

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.

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.

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.

John Doe

Rough water navigation

Category Description

"Will John diffuse a conflict, or will he fuel it?" This is a measurement of John's ability to resolve problems or conflicts in a tactful manner, and to keep momentum moving forward for all parties involved.

Category Component Graphs

Emotional Control



Empathetic Outlook



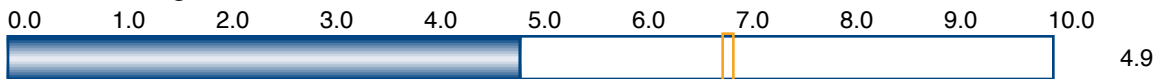
Evaluating What Is Said



Problem and Situation Analysis



Problem Management



Problem Solving



John Doe

Category Component Descriptions

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.

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.

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.

Strategic planning

Category Description

This is John's ability to view the "Big Picture" as a whole. How well does he conceptualize the entire situation, identify problems, and utilize the complete spectrum of resources available to decide upon a solution.

Category Component Graphs

Concrete Organization



Long Range Planning



Practical Thinking



Project Scheduling



Systems Judgment



Category Component Descriptions

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.

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 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.

Systems Judgment (5.5)

evaluates John's schematic thinking ability to accomplish within the external system of people where he works.

John Doe

Dimensional Balance

External

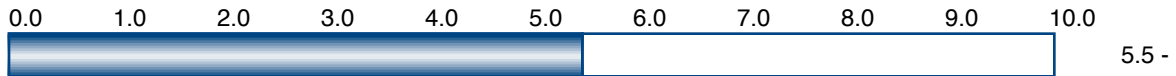
Empathy



Practical Thinking

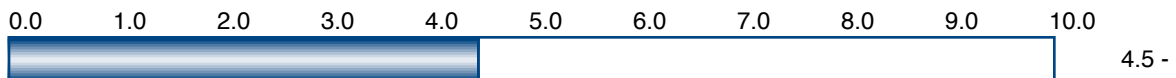


Systems Judgement



Internal

Self Esteem



Role Awareness



Self Direction



John Doe