

Thinking Pattern Reports

Extended Manager Interview Guide

Prepared for

Sample Sample



Orchestrating Results

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Extended Manager Interview Guide **SUMMARY**

ATTITUDES:

- Individualist, does things their own way
- Cautious, hesitant toward the world
- Optimistic about themselves
- Optimistic, positive attitude toward others
- Cautious, hesitant attitude toward getting things done

PROBLEM SOLVING:

- Practical Problem Solver
- Excellent intuitive insights, 'gut instincts'
- Good analytical, conceptual thinking and organizing

SELF IMAGE:

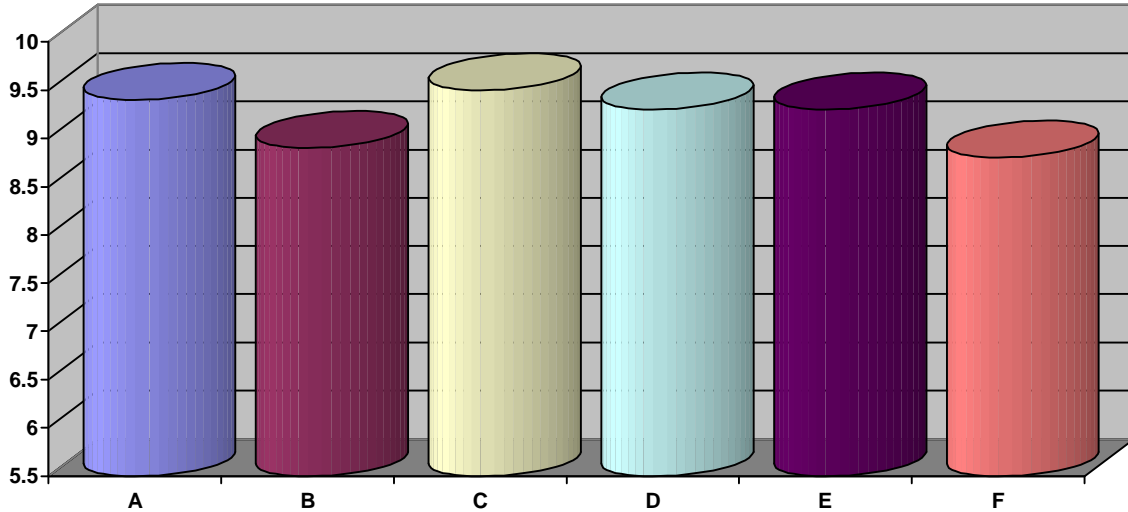
- Goal directed
- No fear of failure or success
- Confident, goal oriented

MOTIVATORS:

- Sense of mission, personal goals

Extended Manager Interview Guide

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Working With Others (Low Risk) — Measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.
B) Managing Activities (Low Risk) — Measures the ability to see what is needed to get things done.
C) Problem Solving (Low Risk) — Measures the ability to identify potential problems and generate effective solutions.
D) Planning & Organizing (Low Risk) — Measures the ability to set goals, build plans, and translate them into action.
E) Getting Things Done (Low Risk) — Measures the ability of an individual to focus energy on tasks and follow them to completion, dealing with the stresses and strains without losing freedom of action.
F) Managing Self (Situational Risk) — Measures the ability to see, understand, and be sensitive to personal uniqueness, confidence, competency, goals, and self organization.

Extended Manager Interview Guide **PERSONAL MANAGEMENT INVENTORY**

PRIORITIZED CORE STRENGTHS

1) Persistence: (Getting Things Done) (MG-28A)-Excellent Potential

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

2) Seeing Potential Problems: (Managing Problems) (MG-16)-Excellent Potential

Excellent capacity for identifying crucial issues in complex and confusing situations.

3) Intuitive Insight: (Managing Problems) (MG-15)-Excellent Potential

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

4) Insight Into Others: (Managing Others) (MG-1A)-Excellent Potential

Keen insight into others combined with a positive attitude builds a realistically optimistic evaluation of others.

5) Conceptual Organization: (Planning And Organizing) (MG-22B)-Very Good Potential

An individualistic, potentially innovative approach to thinking can lead you to novel ways to organize and plan.

6) Listening To Others: (Managing Others) (MG-5B)-Very Good Potential

Ability and willingness to pay attention to the unique viewpoints of others, to their needs and concerns.

7) Prejudice/Bias Index: (Managing Others) (MG-3A)-Very Good Potential

An optimistic attitude combined with good awareness builds tolerance for different ideas and ways of doing things.

8) Concrete Organization: (Planning And Organizing) (MG-21C)-Very Good Potential

Individualistic, unconventional thinking gives you the ability to organize things in novel, innovative ways.

9) Using Common Sense: (Managing Problems) (MG-14B)-Very Good Potential

Very Good ability to see and understand how to get things done in a practical, common sense way.

PRIORITIZED DEVELOPMENT COMMENTS

1) Health Tension Index: (Managing Self) (MGT-35B)-Real Risk

Imbalance in their thinking can generate anxiety, frustration, and despair as they seek to match expectations to actions.

2) Role Satisfaction: (Managing Self) (MGT-33B)-Situational Risk

Social or role uncertainty can lead them to feel frustrated or dissatisfied in their current circumstances.

3) Self Esteem: (Managing Self) (MGT-30B)-Situational Risk

Self-depreciation, tend to be too tough on and critical of themselves and to expect too much from themselves.

Extended Manager Interview Guide
PERSONAL MANAGEMENT INVENTORY
PRIORITIZED INTERVIEW NOTES

1) Health/Tension Index: (Managing Self) (MGT-35B)-Real Risk

They tend to have difficulty adapting when decisions and priorities do not match their expectations and to look for ways to get out of the stress even if they must make a mistake or refuse to take action.

2) Role Satisfaction: (Managing Self) (MGT-33B)-Situational Risk

They tend to be indecisive and uncertain about what they can do to perform to their best, to hesitate, to feel frustrated and dissatisfied. Test their ability to act with confidence, consistency, and enthusiasm.

3) Self Esteem: (Managing Self) (MGT-30B)-Situational Risk

Their inner self-doubts will lead them to promise more than they can deliver and avoid difficult issues. Test their ability to overcome their inner fears, to handle objections with confidence and to stay positive themselves.

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Self-depreciation, tend to be too tough on and critical of themselves and to expect too much from themselves.

4) Attitude Toward Authority: (Managing Activities) (MGT-11A)-Situational Risk

Unconventional, inventive thinking can lead them to disregard rules, standards, and the need for authority.

5) Results Oriented: (Getting Things Done) (MGT-26B)-Situational Risk

Lack of attention to results can generate a tendency to delay decisions or to overlook what needs to be done.

6) Attention To Procedures: (Managing Activities) (MGT-9E)-Situational Risk

Individualistic, skeptical thinking leads them to disregard policies and procedures that do not meet their needs.

7) Sensitivity To Others: (Managing Others) (MGT-4A)-Low Risk

Excessive sensitivity to what others think or say potentially making it difficult to address tough issues.

8) Meeting Established Standards: (Managing Activities) (MGT-7A)-Low Risk

Strong sense of individualistic thinking can lead them to insist on doing things their own way.

9) Doing Things Right: (Managing Activities) (MGT-8A)-Low Risk

Their unconventional, individualistic thinking can lead them to substitute being inventive for doing things right.

10) Attention To Concrete Detail: (Managing Activities) (MGT-12C)-Low Risk

Lack of attention to immediate circumstances can lead one to overlook concrete detail, to 'bump into the world'.

Extended Manager Interview Guide
MANAGER CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Managing Others				
- Insight Into Others	ü			
- Attitude Toward Others	ü			
- Prejudice/Bias Index	ü			
- Sensitivity To Others	ü			
- Listening To Others	ü			
- Talking At The Right Time	ü			
Managing Activities				
- Meeting Established Standards	ü			
- Doing Things Right	ü			
- Attention To Policies & Procedures		ü		
- Meeting Schedules & Deadlines	ü			
- Attitude Toward Authority		ü		
- Attention To Concrete Detail	ü			
Managing Problems				
- Evaluating What To Do	ü			
- Using Common Sense	ü			
- Intuitive Insight	ü			
- Seeing Potential Problems	ü			
- Proactive, Conceptual Thinking	ü			

Extended Manager Interview Guide
MANAGER CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Planning & Organizing				
- Realistic Goal Setting	ü			
- Short Range Planning	ü			
- Long Range Planning	ü			
- Concrete Organization	ü			
- Conceptual Organization	ü			
- Attention To Planning	ü			
Getting Things Done				
- Self Confidence	ü			
- Goal Directedness	ü			
- Results Oriented		ü		
- Ambition	ü			
- Persistence	ü			
- Consistency	ü			
Managing Self				
- Self Esteem		ü		
- Self Assessment	ü			
- Self Control	ü			
- Role Satisfaction		ü		
- Flexibility & Adaptability	ü			
- Health/Tension Index				ü