

# Thinking Pattern Reports

Basic Management Employability Screen

Prepared for

## Sample Sample



*Orchestrating Results*

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# Basic Management Employability Screen

## *Introduction*

This report is the reflection of years of development and research based upon the groundbreaking work of Nobel nominee, Dr. Robert S. Hartman. The information in the report was codified and tested by one of Hartman's students, Wayne Carpenter, and uses a process based in mathematics for capturing clearly and precisely, one's thinking and decision-making processes. This Axiometrics International assessment is set apart from self-report instruments that rely on the respondent to tell you about themselves and that almost assuredly will contain many biases. The science behind this report has been used by individuals and organizations around the world and the Standard Hartman Profile, used by Axiometrics, provides data that is objective, quantitative, universally applicable, and virtually impossible to bias. Selecting the right person for a job is one of the single most important factors that determine an Organization's success. The Basic Management Employability Screen is designed as a critical aid in support of this process.

The report is divided into five sections with the first being the Personal Management Inventory. This section gives a verbal description of the candidate being looked at, what type of attitudes they have, how they will solve problems, their self-image, personal motivators, and stress points. The second section provides a verbal description of how the individual will contribute to Team Synergy.

The third section of the Basic Management Employability Screen represents the risk of the individual being able to access the talent to perform specific capacities consistently in all situations at work. There are two components, a Core Skills Graph and a two page Capacities Risk Chart. Each is organized by categories, such as Planning and Organizing, Getting Things Done, and Managing Self. The higher the risk the less chance the candidate will be able to access the talent needed to perform the specific competency. To make the best use of this section, review the graph and look over the capacities listed in the charts to determine which five capacities are the most critical to job performance. Over time you will also come to easily recognize the capacities that are consistently found in your top performers and the positions they hold within your organization.

The fourth section provides a list of Prioritized Strengths and Prioritized Development comments. This section is designed to let you know the strengths and limitations of the candidate, not only in the direct comments made, but also by the number of comments made. The strongest candidates will have 9 Prioritized Strengths and 3 Prioritized Development comments. The next strongest candidates will have 8 and 4, the next 7 and 5 and the weakest 6 and 6. The comments are also designed to let you know what capacities the candidate will be able to access readily on the job and which competencies they will have the most difficulty accessing.

The fifth and final section contains Prioritized Interview Notes which are intended to provide suggestions and guidance for the interview process while giving you a deeper understanding of the individual's capabilities and developmental needs.

## *Personal Synopsis*

### 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

## *Team Synergy*

### **CORE TEAM STRENGTHS**

#### **BEING FAIR AND CONSISTENT:**

- Evaluates problems from all perspectives
- Sets priorities in relationships
- Deals with conflicting issues in a positive manner

#### **COOPERATING AND SHARING:**

- Reinforces the value of cooperation and sharing
- Willing to listen to opposing viewpoints
- Open to ideas and input from others

#### **LISTENING, DELEGATING AND DEVELOPING:**

- Gives feedback in a positive manner
- Keeps communications clear and to the point
- Assigns tasks clearly and specifically

### **KEY TEAM DEVELOPMENT ISSUES**

#### **BEING FAIR AND CONSISTENT:**

- Concern about being fair can lead them to overlook issues

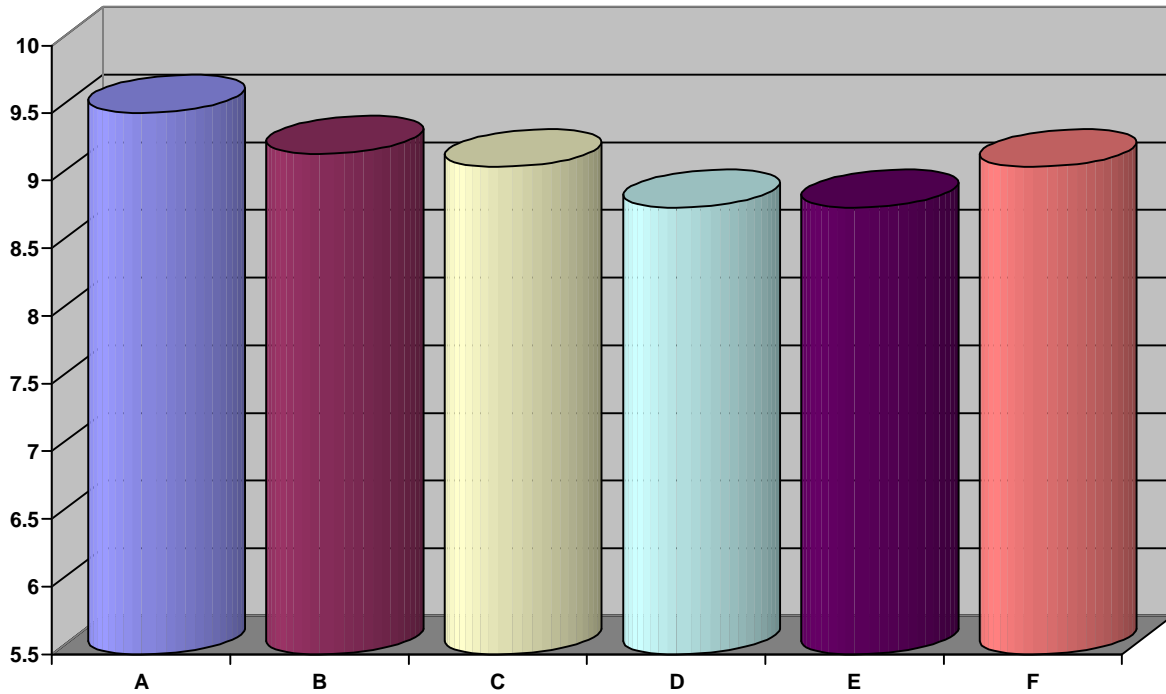
#### **COOPERATING AND SHARING:**

- May try too hard to be positive and supportive

#### **LISTENING, DELEGATING AND DEVELOPING:**

- Does not make certain each person knows what is expected

### Core Skills Graph



<b>Low Risk</b> (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	<b>8.8 to 10.0</b>
<b>Situational Risk</b> (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)	<b>8.5 to 8.79</b>
<b>Conditional Risk</b> (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	<b>8.2 to 8.49</b>
<b>Real Risk</b> (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	<b>6.0 to 8.19</b>

<b>A) Managing Others (Low Risk)</b> — 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>B) Managing Activities (Low Risk)</b> — Measures the ability to see what is needed to get things done.
<b>C) Managing Problems (Low Risk)</b> — Measures the ability to identify potential problems and generate effective solutions.
<b>D) Planning &amp; Organizing (Low Risk)</b> — Measures the ability to set goals, build plans, and translate them into action.
<b>E) Getting Things Done (Low Risk)</b> — 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.
<b>F) Managing Self (Low Risk)</b> — Measures the ability to see, understand, and be sensitive to personal uniqueness, confidence, competency, goals, and self organization.

## *Capacities Risk Chart*

<b>CAPACITY</b>	<b>LOW RISK</b>	<b>SITUATIONAL RISK</b>	<b>CONDITIONAL RISK</b>	<b>REAL RISK</b>
<b>Managing Others</b>				
- 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			
<b>Managing Activities</b>				
- 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			
<b>Managing Problems</b>				
- Evaluating What To Do	ü			
- Using Common Sense				ü
- Intuitive Insight	ü			
- Seeing Potential Problems	ü			
- Proactive, Conceptual Thinking	ü			

## *Capacities Risk Chart*

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

## ***Personal Management Inventory***

### **PRIORITIZED CORE STRENGTHS**

#### **1) Talking At The Right Time: (Managing Others) (MG-6D)-Excellent Potential**

Ability to correctly identify what is the correct or appropriate response and when the time is right to make their point.

#### **2) Self Assessment: (Managing Self) (MG-31)-Excellent Potential**

The ability to realistically see and understand how to utilize personal strengths in situations.

#### **3) Consistency: (Getting Things Done) (MG-29A)-Excellent Potential**

The ability to consistently stay focused even though there is some uncertainty about which role is best.

#### **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) Attitude Toward Others: (Managing Others) (MG-2A)-Excellent Potential**

Positive, open attitude toward others generates genuine concern about the needs and interests of others.

#### **6) Attention To Concrete Detail: (Managing Activities) (MG-12C)-Excellent Potential**

Good practical common sense and a compulsion for doing things right creates immediate awareness and balance.

#### **7) Ambition: (Getting Things Done) (MG-27A)-Very Good Potential**

Driven by a compulsive need to attain personal goals and ambitions.

#### **8) Realistic Goal Setting: (Planning And Organizing) (MG-18C)-Very Good Potential**

The ability to set goals which are innovative and which will demand your total commitment and attention.

### **PRIORITIZED DEVELOPMENT COMMENTS**

#### **1) Common Sense Thinking: (Managing Problems) (MGT-14B)-Real Risk**

May have difficulty seeing what is important and needs attention potentially leading them to bump into the world.

#### **2) Health Tension Index: (Managing Self) (MGT-35B)-Situational Risk**

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

#### **3) Persistence: (Getting Things Done) (MGT-28A)-Situational Risk**

Self-perfection can lead to inflexible and potentially unrealistic commitment to one's goals and plans.

#### **4) Flexibility, Adaptability: (Managing Self) (MGT-34C)-Situational Risk**

Perfectionistic, dogmatic, and self-directed thinking can lead them to feel anxiety, frustration, and despair.



## ***Prioritized Interview Notes***

### **1) Common Sense Thinking: (Managing Problems) (MGT-14B)-Real Risk**

Describe a typical problem in your work environment. Ask them to evaluate the problem and to make a priority list for solving the problem. Give them only a short period of time to respond and add distractions while they think.

### **2) Health/Tension Index: (Managing Self) (MGT-35B)-Situational 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.

### **3) Persistence: (Getting Things Done) (MGT-28A)-Situational Risk**

Once their mind is made up, these individuals feel the need to stay on track regardless of circumstances. Evaluate their ability to set goals and timetables which are realistic and to change directions when necessary.

### **4) Flexibility, Adaptability: (Managing Self) (MGT-34C)-Situational Risk**

They tend to act with hindsight, to constantly put out fires and to potentially become disoriented and confused when things do not go as planned. Test their ability to deal with expected problems and shifts in customer attitudes.