

Thinking Pattern Reports

Manager Synopsis

Prepared for

Sample Sample



Orchestrating Results

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Manager Synopsis OVERVIEW GRAPH

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Deciding What Needs To Be Done	ü			
Managing Activities		ü		
Planning & Organizing		ü		
Making Things Happen			ü	
Relating With Others		ü		

Deciding What Needs To Be Done :

Identifies the issues that are relevant and need attention.

Managing Activities :

Measures the ability to see what is needed to get things done.

Planning & Organizing :

Measures the ability to set goals, build plans, and translate them into action.

Making Things Happen :

Measures the capacities needed to marshal one's energy and drive toward goals.

Relating With Others :

Measures the ability to see and appreciate others and deal with them on a daily basis.

Manager Synopsis

DECIDING WHAT NEEDS TO BE DONE

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Intuitive Insight	ü			
Proactive Thinking		ü		
Common Sense Thinking		ü		
Integrative Ability	ü			

DECIDING WHAT NEEDS TO BE DONE:

These capacities measure the ability to decide what issues are relevant and need attention from an intuitive, practical, conceptual and analytical perspective.

Intuitive Insight :

The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.

Proactive Thinking :

The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

Common Sense Thinking :

The ability to use one's practical thinking ability to see and understand what is happening.

Integrative Ability :

The ability to readily identify the heart of the problem, the critical elements of a situation and to generate workable solutions.

Manager Synopsis

MANAGING ACTIVITIES

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Evaluating What Needs To Be Done		ü		
Attention To Concrete Detail		ü		
Doing Things Right	ü			
Attitude Toward Authority			ü	
Meeting Deadlines		ü		

MANAGING ACTIVITIES:

These capacities measure a person's ability to see what needs to be done, who needs to do the work and how things need to be done.

Evaluating What Needs To Be Done :

The ability to identify problems and critical issues, to size up what needs to be done and what can be done in an effective manner.

Attention To Concrete Detail :

The ability to clearly see and pay attention to flaws in things, people and situations.

Doing Things Right :

This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.

Attitude Toward Authority :

This component measures the willingness to conform to existing codes, rules and sources of order and control.

Meeting Deadlines :

This component measures the ability and willingness to maintain a strong sense of responsibility for meeting schedules and deadlines.

Manager Synopsis

PLANNING AND ORGANIZING

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Realistic Goal Setting		ü		
Short Range Planning		ü		
Concrete Organization		ü		
Conceptual Organization		ü		
Attention To Planning		ü		

PLANNING AND ORGANIZING:

These capacities identify the short range and long range needs and implications of a situation, to set goals which are realistic and to develop plans of action which attain these goals in an effective and efficient manner.

Realistic Goal Setting :

The ability to set goals which are within the boundary of available resources and which can be achieved within the projected time.

Concrete Organization :

The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

Attention To Planning :

The ability to keep one's focus and attention on planning details and activities.

Short Range Planning :

The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.

Conceptual Organization :

The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

Manager Synopsis
MAKING THINGS HAPPEN

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Goal Directedness		ü		
Results Oriented			ü	
Role Satisfaction			ü	
Persistence	ü			
Consistency		ü		
Health Tension Index				ü

MAKING THINGS HAPPEN:

Achievement Drive is a composite of several internal value structures that provide the primary driving impetus for a person to perform at a level higher than the average or to continually strive to achieve a higher performance level.

Goal Directedness :

Goal Directedness is the ability to be excited about and committed to one's goals and to marshal energy to push toward the attainment of these goals.

Role Satisfaction :

This component measures the degree of satisfaction and confidence one has in their role.

Consistency :

The ability to maintain a sense of order, constancy and continuity in one's actions, to be able to transfer goals into action.

Results Oriented :

Results Oriented is the ability to pay attention to the achievement of concrete results. Attaining results is a major factor pushing one to action.

Persistence :

The ability of an individual to maintain direction regardless of circumstances, to stay on target until one's goal is achieved.

Health Tension Index :

This component measures how well one can balance anxiety, despair and depressive attitudes.

Manager Synopsis

RELATING WITH OTHERS

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Attitude Toward Others	ü			
Insight Into Others	ü			
Listening To Others	ü			
Talking At The Right Time		ü		
Patience With Others	ü			
Sensitivity To Others			ü	

RELATING WITH OTHERS:

These capacities measure 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.

Attitude Toward Others :

This component measures the ability to be positive, objective and tolerant in interactions with others.

Insight Into Others :

This component measures a person's ability to see and understand the needs and interests of others, to identify and relate with the needs and concerns of others.

Listening To Others :

This component measures a person's ability to see and understand the needs and interests of others, to identify and relate with the needs of others.

Talking At The Right Time :

This component measures how well an individual listens to another person's point of view without imposing personal biases and expectations.

Patience With Others :

The ability to see and accept others as they are and to allow others to proceed at their own pace.

Sensitivity To Others :

The degree to which one can be objective about others without allowing personal feelings, positive or negative, to interfere with making decisions.

Manager Synopsis

PRIMARY STRENGTH COMMENTS

Intuitive Insight: (Deciding What Needs To Be Done)

You have a well developed ability for intuitive thinking. This gives you the capacity to identify a fruitful direction or a potential problem area by the strength of your inner, 'gut' feelings and instincts about what is right or wrong.

Integrative Ability: (Deciding What Needs To Be Done)

You have a good capacity for identifying what the crucial issues in complex and confusing situations and how these issues are integrated into the overall perspective of the problem situation. You know what is important and needs attention and can see the heart of the problem identifying alternatives for resolving the problem in an effective manner.

Doing Things Right: (Managing Activities)

You tend to have a constant need to be unconventional and inventive in your thinking. This individualism and innovativeness will likely lead you to develop an insistence on doing things in unique, novel and potentially creative ways. These may come in conflict with more accepted ways of thinking and acting.

Persistence: (Making Things Happen)

Your strong commitment to your inner ideals, personal goals, and beliefs about the future combined with your sense about what is right provide a compulsive need to push ahead and will also act as a beacon to keep you on track in difficult and confusing situations.

Attitude Toward Others: (Relating With Others)

You have a very dynamic, optimistic attitude toward others. This gives you the ability to see and understand the positive potential of others, to be concerned about and attentive to their needs and interests, and to be open and available to them.

Insight Into Others: (Relating With Others)

You have very keen insight into others. This gives you the ability to evaluate their potential for good and bad, to functionally evaluate the ability of others, to see opportunities for development with others which is good for you and them, and to be aware of the needs and concerns of others.

Manager Synopsis
PRIMARY STRENGTH COMMENTS

Listening To Others: (Relating With Others)

You have the ability and willingness to listen to what others are saying, to pay attention to their own unique viewpoints and their needs and concerns. You are likely to spend time and energy allowing others to express their viewpoints even when those viewpoints and perspectives are contrary to your own.

Patience With Others: (Relating With Others)

You have the ability and the willingness to be open and available to the needs and interests of others to be accepting of their viewpoints. As a result, you are likely to be more patient with others when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

Manager Synopsis

SECONDARY STRENGTH COMMENTS

Proactive, Conceptual Thinking: (Deciding What Needs To Be Done)

You tend to be a very unconventional, individualistic thinker and planner. As a result, you will spend your time and energy looking for novel and potentially creative ways of thinking. Remember that you may allow your need for spontaneous, novel thinking to prevent you from having the patience to see the consequences of your ideas and plans.

Common Sense Thinking: (Deciding What Needs To Be Done)

You have a well developed ability to see and understand how to get things done in a practical, common sense way and understand what is important and needs immediate attention. You may not, however, always rely on or utilize this capacity making this ability a source of potentially untapped strength.

Evaluating What Needs To Be Done: (Managing Activities)

You have an excellent ability for sizing up situations, for identifying problems especially in difficult or confusing situations, and for generating constructive alternatives for resolving problems. This ability is a combination of practical, common sense thinking and conceptual, analytical thinking ability.

Attention To Concrete Detail: (Managing Activities)

You have the ability to see and understand what is happening in a practical, pragmatic way. This builds the ability to focus on things in such a way that you are able to identify the flaws in things as well as their positive, functional worth.

Meeting Schedules And Deadlines: (Managing Activities)

You have a strong sense of inner perfectionism. This builds a need for things to work out the way they should, as well as attention to developing and installing timetables and deadlines which correspond to your own preset goals, expectations and standards.

Realistic Goal Setting: (Planning and Organizing)

Your strong need to set goals which are challenging combined with your insistence that things be done the way you think is right and your innovative, unconventional thinking builds a capacity for setting goals which will be novel, spontaneous and potentially creative and which will demand your full commitment and attention.

Manager Synopsis

SECONDARY STRENGTH COMMENTS

Short Range Planning: (Planning and Organizing)

You have the ability to understand why setting short term, tactical goals is important and the capacity to focus your energies to carry out that task. You are an individualist and an unconventional thinker and may not always spend all of the time necessary to plan results because you will stay busy making things happen according to your expectations.

Concrete Organization: (Planning and Organizing)

Your highly individualistic and unconventional thinking gives you the capacity to see how to organize things in ways which others, who think in a more structured and habitual manner may overlook. Your individualism may, however, lead you to be cautious and skeptical in your thinking to the point that you delay organizational activities.

Conceptual Organization: (Planning and Organizing)

Your individualism can generate a strong need to do things in your own way. This individualism combined with your ability to see and understand how to organize can lead to innovative and novel ways to build and carry out organizational plans.

Attention To Planning: (Planning and Organizing)

You have a well developed ability to see and understand the need for planning and organizing. However, this conceptual, analytical ability is couched within a naturally cautious, skeptical approach to conceptual thinking and to planning activities especially if these activities interfere with getting things done.

Goal Directedness: (Making Things Happen)

A combination of your individualistic attitude toward the world and a stubborn, self perfectionistic attitude can cause you to set goals which are either unrealistic or will not keep you on track. Set short-term goals based on past successes where possible. These goals are more likely to consistently function as a source of drive.

Consistency: (Making Things Happen)

You have a strong, compulsive need to push ahead toward what you believe is right for you. This commitment to personal goals and ideals will function as the source of consistency and constancy in your life even though you may go through temporary doubts, uncertainties and feel anxiety and despair, especially in your current circumstances.

Manager Synopsis
SECONDARY STRENGTH COMMENTS

Talking At The Right Time: (Relating With Others)

You have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make your point. As a result, you are likely to readily see what the crucial issues are and direct your attention to responding to those issues.

Manager Synopsis

SECONDARY DEVELOPMENT COMMENTS

Attitude Toward Authority: (Managing Activities)

Your unconventional, individualistic thinking can lead you to covertly or overtly challenge authority. You tend to insist on being inventive and doing things your own way. Seek feedback from others or develop a reminder system to help you prevent your inventiveness from interfering with your ability to understand and value authority, structure and order.

Results Oriented: (Making Things Happen)

You have a cautious, skeptical attitude toward practical thinking which can cause you to be hesitant about deciding or acting. As a result of this skepticism, you may not feel an urgency to act based on a need for creating a practical result. Develop a strategy for making decisions which will help you identify when immediate action is needed.

Role Satisfaction: (Making Things Happen)

You are currently in social/role transition uncertain about what you want to do and feeling frustrated and dissatisfied about your current circumstances. Seek feedback from others individually or in a workshop on self development to evaluate what you want to do, what you feel you should do and what opportunities for action exist around you.

Sensitivity To Others: (Relating With Others)

You tend to be too trusting of others and too accountable for what happens to others. As a result, you will likely be oversensitive to meeting the needs and interests of others and too sensitive about what others think and say about you. Seek input directly from others or a course on building relational skills to develop a more realistic attitude toward others.

Manager Synopsis
PRIMARY DEVELOPMENT COMMENTS

Health-Tension Index: (Making Things Happen)

You currently do not see or value your self as well as the world around you and as a result are subject to anxiety and stress effects. Seek feedback to identify development steps which will reduce this stress. Spend time and energy doing things you enjoy and which can help to relieve anxiety and stress symptoms.