

# Thinking Pattern Reports

Executive Management Synopsis

Prepared for

## SampleB SampleB



*Orchestrating Results*

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## **Executive Management Synopsis OVERVIEW GRAPH**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Deciding What Needs To Be Done		ü		
Developing A Strategy			ü	
Managing Activities		ü		
Planning & Organizing			ü	
Organizational Attitudes			ü	
Achievement Drive			ü	
Self Starting Ability				ü
Stress Factors			ü	
Sources of Motivation			ü	
Relating With Others			ü	
Communicating 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.

**Organizational Attitudes :**

Measures willingness to work with the organization to get things done.

**Self Starting Ability :**

Measures the ability to marshal energy to consistently get things done.

**Developing A Strategy :**

Measures the ability to pay attention to, and plan for, long range issues.

**Planning & Organizing :**

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

**Achievement Drive :**

Identifies the primary sources of drive which push an individual to act.

**Stress Factors :**

Identifies issues which generate anxiety and how one manages the anxiety.

**Sources of Motivation :**

Identifies issues and values that are important.

**Relating With Others :**

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

**Communicating With Others :**

Measures the ability to listen and respond objectively and effectively.

## **Executive Management Synopsis**

### **DECIDING WHAT NEEDS TO BE DONE**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Intuitive Insight			ü	
Seeing The Big Picture		ü		
Common Sense Thinking		ü		
Long Term Goal Assessment			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.

##### **Seeing The Big Picture :**

This capacity measures the ability to not only see all of the pieces and angles of the picture but also the ability to see how the pieces fit together to make a whole.

##### **Common Sense Thinking :**

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

##### **Long Term Goal Assessment :**

The ability to project a goal into the future and understand not only future consequences but also see how to plan to attain their goals.

## **Executive Management Synopsis**

### **DEVELOPING A STRATEGY**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Proactive Thinking				ü
Integrative Ability		ü		
Strategic Planning				ü
Realistic System Management			ü	

#### **DEVELOPING A STRATEGY:**

These capacities measure the ability to plan for and manage long range, strategic issues.

##### **Proactive Thinking :**

The ability to plan for consequences of actions and decisions rather than reacting to crises.

##### **Integrative Ability :**

The ability to readily identify the heart of the problem, the critical elements of a situation and to generate alternatives for problems.

##### **Strategic Planning :**

This capacity measures one's ability to pay attention to planning activities and long term goals.

##### **Realistic System Management :**

The ability to realistically see what is needed to organize activities and control the flow of events, such that projections and expectations are met.

## **Executive Management Synopsis**

### **MANAGING ACTIVITIES**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Evaluating What To Do		ü		
Attention To Concrete Detail		ü		
Logistical Planning			ü	
Personnel Assessment			ü	
Developing Procedures			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 To Do :**

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.

##### **Logistical Planning :**

The ability to accurately see and understand what is needed to carry out objectives and meet the demands of situations.

##### **Personnel Assessment :**

The ability to assess the potential of an individual to function in a given situation and to understand how to develop that potential.

##### **Developing Procedures :**

The ability to translate what needs to be done into effective and efficient procedures.

## **Executive Management Synopsis**

### **PLANNING AND ORGANIZING**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Realistic Goal Setting				ü
Short Range Planning		ü		
Long 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.

##### **Long Range Planning :**

The ability to see long range goals and to design plans and strategies for attaining these goals.

##### **Conceptual Organization :**

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

##### **Short Range Planning :**

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

##### **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.

## **Executive Management Synopsis**

### **ORGANIZATIONAL ATTITUDES**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Meeting Standards				ü
Doing Things Right			ü	
Respect For Procedures			ü	
Attitude Toward Authority				ü
Meeting Deadlines			ü	

#### **ORGANIZATIONAL ATTITUDES:**

These capacities measure a general work ethic and attitudes indicating their willingness to get things done in an effective and efficient manner.

##### **Meeting Standards :**

This component measures the degree to which an individual respects and conforms to established norms, values, rules and principles.

##### **Respect For Procedures :**

This component measures one's sense of respect for and commitment to organizational policies and procedures.

##### **Meeting Deadlines :**

This component measures the ability and willingness to accept one's responsibility for meeting schedules and deadlines.

##### **Doing Things Right :**

This component measures one's insistence that things are done right; i.e., the desire for excellence and perfection.

##### **Attitude Toward Authority :**

This capacity measures one's willingness to conform to existing sources of authority, order and control.

**Executive Management Synopsis**  
**ACHIEVEMENT DRIVE**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Goal Directedness				ü
Results Oriented	ü			
Need To Achieve			ü	
Social Recognition				ü
Self Attitude		ü		
Ambition				ü

**ACHIEVEMENT DRIVE:**

These capacities are a composite of several internal value structures which provide the primary driving impetus for a person to continually strive for and perform at a higher than average level.

**Goal Directedness :**

The ability to be excited about and committed to personal and organizational goals and to marshal energy to push toward the attainment of these goals.

**Need To Achieve :**

Measures how strongly one needs to attain success; to feel valuable and worthwhile.

**Self Attitude :**

Self Attitude indicates the degree to which a positive self attitude will act as a driving, motivating factor.

**Results Oriented :**

The ability to pay attention to the achievement of concrete results making results a major factor motivating one to action.

**Social Recognition :**

The ability to clearly identify role functions and pay attention to social/role achievements.

**Ambition :**

The ability to set inner ideals, which become the standard for achievement and success. It is the strong sense of expectation and drive pushing one toward excellence.

## **Executive Management Synopsis**

### **SELF STARTING ABILITY**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Persistence				ü
Consistency			ü	
Initiative				ü
Role Satisfaction			ü	

#### **SELF STARTING ABILITY:**

These capacities measure the ability to marshal energy to attain personal and organizational goals on one's own; the ability to be persistent and consistent.

#### **Persistence :**

The ability of an individual to maintain direction in spite of the obstacles and to stay on target regardless of circumstances.

#### **Consistency :**

The ability to maintain a sense of order, constancy and continuity in one's actions.

#### **Initiative :**

The ability to direct one's energies toward the completion of a task with a sense of urgency and mission.

#### **Role Satisfaction :**

The ability to feel that one's social/role function is fulfilling and rewarding; the belief that what one is doing has a benefit.

**Executive Management Synopsis**  
**STRESS FACTORS**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Self Sufficiency				ü
Role Satisfaction				ü
Goal Achievement				ü
Flexibility				ü
Handling Despair	ü			
Attitude Index	ü			
Health Tension Index			ü	

**STRESS FACTORS:**

These capacities measure different types of anxieties and frustrations. The degree or level of anxiety and stress and the effect of the stress levels on an individual are identified.

**Self Sufficiency :**

This capacity indicates the degree of anxiety caused by self depreciation and the need for reassurance of self worth.

**Role Satisfaction :**

This capacity measures the effect of social/role dissatisfaction or of false and unrealistic expectations.

**Goal Achievement :**

This capacity measures the effect of setting personal goals which are either unrealistic or do not demand one's best.

**Flexibility :**

This capacity measures the effect of rigid self views and the imposition of these views on others.

**Handling Despair :**

This capacity measures how well one can manage anxiety and frustration when things do not work out as planned.

**Attitude Index :**

This capacity measures the anxiety which results from negative attitudes.

**Health Tension Index :**

This capacity measures how well one can balance and manage anxiety and frustration.

## **Executive Management Synopsis**

### **SOURCES OF MOTIVATION**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Service			ü	
Money, Material Things	ü			
Status, Recognition				ü
Personal Development				ü
Sense Of Mission				ü
Sense Of Belonging		ü		

#### **SOURCES OF MOTIVATION:**

These capacities are a composite of six motivators. They are a measurement of a person's attitude toward service, material possessions, recognition and status, personal development, sense of mission, and sense of belonging.

##### **Service :**

This capacity measures the importance of seeing, appreciating and meeting the needs and interests of others.

##### **Money, Material Things :**

This capacity measures the degree to which money and material wealth are important to an individual.

##### **Status, Recognition :**

This capacity indicates the importance of receiving awards, plaques and other forms of social/role recognition.

##### **Personal Development :**

This capacity measures the importance of a well designed plan for one's career development.

##### **Sense Of Mission :**

This capacity measures the degree of commitment to personal ideals, goals and principles.

##### **Sense Of Belonging :**

This capacity measures the importance of being a member of a team and working in a comfortable place where one is liked and accepted.

## **Executive Management Synopsis**

### **RELATING WITH OTHERS**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Attitude Toward Others			ü	
Prejudice/Bias Index			ü	
Insight Into Others			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.

##### **Prejudice/Bias Index :**

This component measures the degree of prejudice and bias in attitudes toward others, indicating the degree to which these prejudices can interfere with relationships.

##### **Insight Into Others :**

This component measures the ability to see, understand and relate to the needs and interests of others.

##### **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.

## **Executive Management Synopsis**

### **COMMUNICATING WITH OTHERS**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Listening To Others			ü	
Evaluating What Is Said			ü	
Developing A Response		ü		
Talking At The Right Time			ü	
Understanding Attitudes			ü	

#### **COMMUNICATING WITH OTHERS:**

These capacities measure the ability to listen and respond to others in an objective, effective and efficient manner.

##### **Listening To Others :**

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

##### **Developing A Response :**

This component measures how well one can organize constructive alternatives and incorporate them into a response that addresses the issues, is understandable, and is clear.

##### **Understanding Attitudes :**

This component measures one's ability to be tolerant and understanding of others who have alternative or opposing viewpoints.

##### **Evaluating What Is Said :**

This component measures the ability to focus on crucial issues and develop an objective evaluation about what is said.

##### **Talking At The Right Time :**

This component measures how well an individual can determine the correct thing to say and then say it at the right time.

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**Executive Management Synopsis**  
**PRIORITIZED STRENGTHS**  
**(1-4)**

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**(1) Money, Material Things: (Motivators)**

You not only have the ability to see and understand the importance of money and material things, but you are also willing to spend time and energy in activities that will generate concrete results. As a result, you are likely to be highly motivated by opportunities to make money or accumulate material things and wealth in general.

**(2) Attitude Index: (Stress Factors)**

You have the ability to maintain an extremely positive and optimistic overall personal attitude which builds an expectation that the best can and will happen to you. As a result of your optimism, you have the ability to deal with personal setbacks, misfortunes and mistakes as opportunities for development rather than as failures.

**(3) Despair Index: (Stress Factors)**

You have the ability to see what needs to be done in a clear and balanced manner. Moreover, you have a willingness to deal with things in an objective manner when they do not work out as you expect. As a result, you are likely to experience temporary anxiety and frustration from any setbacks which you encounter.

**(4) Results Oriented: (Drive Centers)**

You have a strong need to create practical, pragmatic results. This need combined with your overall practical problem solving ability and attentiveness to practical, pragmatic values generates a strong drive center which will propel you toward your immediate circumstances.

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**Executive Management Synopsis**  
**PRIORITIZED STRENGTHS**  
**(5-8)**

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**(5)Attention To Concrete Detail: (Managing Activities)**

Your perfectionistic drive and analytical thinking ability as well as your strong concentration on doing things right will likely build a compulsion for focusing on concrete, practical situations until you are able to translate your expectations into decisions and actions.

**(6)Integrative Ability: (Developing A Strategy)**

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, can see the heart of the problem and can identify alternatives for resolving the problem in an effective manner.

**(7)Concrete Organization: (Planning and Organizing)**

You have the ability to understand the value of organizing and planning your environment and this ability combined with your practical, results oriented thinking and problem solving will build a very good capacity for organizing things in an effective, functional manner.

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

You have the ability to see and pay attention to things in a practical, common sense way. This gives you the ability to see and understand what needs to be done and how to get things done in a practical way. You tend to be 'now' oriented and to stay focused on the need for results and immediate action.

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**Executive Management Synopsis**  
**PRIORITIZED STRENGTHS**  
**(9-12)**

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**(9)Seeing The Big Picture: (Deciding What Needs To Be Done)**

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

**(10)Evaluating What Needs To Be Done: (Managing Activities)**

You have an excellent ability for sizing up situations and 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.

**(11)Developing A Good Response: (Communicating With Others)**

You have the ability to identify and understand the consequences of your responses on others and are likely to take this information into consideration when you are developing a response. Your responses are likely to be objective but cautious and critical especially in situations when you are dealing with opposing points of view.

**(12)Sense Of Belonging: (Motivators)**

You have a strong need to spend time and energy in situations which make you feel comfortable and which will give you a sense of worth and value. As a result, you are motivated by actions, activities and situations which will provide the personal feedback and comfort that you need.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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#### **Results Oriented: (Drive Centers)**

You have a strong need to create practical, pragmatic results. This need combined with your overall practical problem solving ability and attentiveness to practical, pragmatic values generates a strong drive center which will propel you toward your immediate circumstances.

#### **Despair Index: (Stress Factors)**

You have the ability to see what needs to be done in a clear and balanced manner. Moreover, you have a willingness to deal with things in an objective manner when they do not work out as you expect. As a result, you are likely to experience temporary anxiety and frustration from any setbacks which you encounter.

#### **Attitude Index: (Stress Factors)**

You have the ability to maintain an extremely positive and optimistic overall personal attitude which builds an expectation that the best can and will happen to you. As a result of your optimism, you have the ability to deal with personal setbacks, misfortunes and mistakes as opportunities for development rather than as failures.

#### **Money, Material Things: (Motivators)**

You not only have the ability to see and understand the importance of money and material things, but you are also willing to spend time and energy in activities that will generate concrete results. As a result, you are likely to be highly motivated by opportunities to make money or accumulate material things and wealth in general.

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## ***Executive Management Synopsis*** **SECONDARY STRENGTH COMMENTS**

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### **Seeing The Big Picture: (Deciding What Needs To Be Done)**

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

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

You have the ability to see and pay attention to things in a practical, common sense way. This gives you the ability to see and understand what needs to be done and how to get things done in a practical way. You tend to be 'now' oriented and to stay focused on the need for results and immediate action.

### **Integrative Ability: (Developing A Strategy)**

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, can see the heart of the problem and can identify alternatives for resolving the problem in an effective manner.

### **Evaluating What Needs To Be Done: (Managing Activities)**

You have an excellent ability for sizing up situations and 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)**

Your perfectionistic drive and analytical thinking ability as well as your strong concentration on doing things right will likely build a compulsion for focusing on concrete, practical situations until you are able to translate your expectations into decisions and actions.

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## ***Executive Management Synopsis*** **SECONDARY STRENGTH COMMENTS**

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### **Short Range Planning: (Planning and Organizing)**

You are a practical, pragmatic planner. You have the ability and the commitment to translate the immediate needs of your situation into a concrete, action oriented plan designed to accomplish immediate results.

### **Concrete Organization: (Planning and Organizing)**

You have the ability to understand the value of organizing and planning your environment and this ability combined with your practical, results oriented thinking and problem solving will build a very good capacity for organizing things in an effective, functional manner.

### **Self Attitude: (Drive Centers)**

You have a very dynamic, positive overall attitude that can overcome any temporary feelings of anxiety, despair or negative expectations and can generate a strong expectation that the best is possible for you. This sense of overall optimism can serve as a beacon to keep you pushing ahead and on track especially in difficult situations.

### **Sense Of Belonging: (Motivators)**

You have a strong need to spend time and energy in situations which make you feel comfortable and which will give you a sense of worth and value. As a result, you are motivated by actions, activities and situations which will provide the personal feedback and comfort that you need.

### **Developing A Good Response: (Communicating With Others)**

You have the ability to identify and understand the consequences of your responses on others and are likely to take this information into consideration when you are developing a response. Your responses are likely to be objective but cautious and critical especially in situations when you are dealing with opposing points of view.

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**Executive Management Synopsis**  
**PRIORITIZED DEVELOPMENT**  
**(1-4)**

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**(1)Social Recognition: (Drive Centers)**

You are in social/role transition feeling frustrated and uncertain about what you want to do. As a result of this transition, your decisions and actions can be inconsistent. Seek feedback either individually or in a workshop on self development to help you decide what you want to do and to help you see the opportunities for action.

**(2)Role Frustration: (Stress Factors)**

You are currently in social/role transition uncertain about what type of social/role accomplishments will make you feel comfortable. As a result, you are likely to feel anxiety, frustration and despair. Seek feedback to identify the source of your uncertainty and to help you identify opportunities for action.

**(3)Goal Achievement: (Stress Factors)**

You are currently feeling uncertainty and apprehension about the future. This uncertainty, combined with your skepticism about structure and order in the world, will generate a reactiveness and retroactiveness which will create anxiety, frustration and despair. Seek feedback to identify priorities that you are willing to accept and commit to carry out.

**(4)Long Range Planning: (Planning and Organizing)**

You tend to be naturally skeptical about the value of spending time and energy on long range planning. You should attend a workshop that teaches you the value of long range planning and provides techniques for developing realistic and workable plans.

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**Executive Management Synopsis**  
**PRIORITIZED DEVELOPMENT**  
**(5-8)**

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**(5)Attitude Toward Authority: (Organizational Attitudes)**

Your strong individualism will lead you to covertly or overtly disregard existing authority. You feel the need to challenge authority simply for the sake of doing so. Seek feedback to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

**(6)Ambition: (Drive Centers)**

You are in a holding pattern concerning the future asking yourself questions about what you are willing to commit yourself toward for the future. Seek feedback either individually or in a workshop on self development to help identify why you are feeling uncertain and to help identify priorities for future development.

**(7)Persistence: (Self-Starting Ability)**

You are feeling indecisive and uncertain about which course of action is best for you and as a result will not likely feel an urgency to push ahead. Seek feedback privately or in a workshop on self development to identify what you want to do and what you are willing to commit your time and energy to accomplish.

**(8)Self Sufficiency: (Stress Factors)**

You are currently depreciating your own inner worth leading you to not give yourself enough credit and to be too hard on yourself. As a result, you are likely to feel frustration, anxiety and despair when you do not live up to expectations. Spend time with people who make you feel good and doing things which are fulfilling and enjoyable.

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## ***Executive Management Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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### **Intuitive Insight: (Deciding What Needs To Be Done)**

You may have difficulty immediately identifying crucial issues by relying on intuitive hunches and 'gut' feelings. You may tend to rely too heavily on intuitive feelings that are vague. Use your common sense or your conceptual thinking to help evaluate the effectiveness of your intuitive insights.

### **Long Term Goal Assessment: (Deciding What Needs To Be Done)**

You tend to not pay attention to the need for setting clear long range goals or to strategic thinking. Attend a workshop for developing techniques to evaluate the long term consequences of your actions and plans and practice these techniques until they become a habit.

### **Realistic System Management: (Developing A Strategy)**

Your natural sense of skepticism and cautious attitudes about how things ought to be organized and structured can cause you to pay too much attention to why things are not working and not enough attention to why they are working. Remember you are likely to overlook positive ways to organize and plan things.

### **Logistical Planning: (Managing Activities)**

Your concentration on the 'now' and the immediate needs of a situation can cause you to overlook the requirements needed to support your plans. Make a list of each one of the steps required to meet your objectives and check to make certain that you have anticipated what will be necessary to support those decisions and actions.

### **Personnel Assessment: (Managing Activities)**

Your ability to make objective assessments of others is likely to be restricted by your focus on people, results or perfectionistic thinking. Check your evaluations of others against an objective standard to make certain that you are realistic and objective in your thinking.

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## ***Executive Management Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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### **Developing Functional Policy: (Managing Activities)**

You can become so concerned with making things practical and functional that you overlook important issues or do not see the consequences of your decisions and actions. Your policies and procedures, as a result, tend to be functional but too narrowly focused. Seek feedback from others to maintain balance in your expectations.

### **Conceptual Organization: (Planning and Organizing)**

Because you tend to discount the need for order and structure, your thinking can become disorganized and confused. Attend a workshop on organizing and planning that helps you to see the value of clarity and order and provides the techniques for thinking and planning.

### **Doing Things Right: (Organizational Attitudes)**

Your strong sense of individualism can lead you to covertly or overtly challenge existing ways of doing things and can lead you to disregard even the need for order, structure and doing things according to a standard. Examine the consequences of your resistance to order, authority and structure.

### **Attention To Policies And Procedures: (Organizational Attitudes)**

Your individualistic need to challenge existing rules, standards and expectations will likely lead you to disregard policies and procedures that do not meet your needs. Make certain that your natural need for challenging and rebelling does not interfere with what common sense and the rule of law dictate.

### **Meeting Schedules And Deadlines: (Organizational Attitudes)**

You are currently in transition about which direction is best for you and tend to see the world in a sense of disorder and confusion. During this transition period you are likely to have difficulty meeting schedules and deadlines. Take time to decide what you really want and what you are willing to do to obtain what you want.

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## ***Executive Management Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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### **Need To Achieve: (Drive Centers)**

You have a sense of comfort with the present that is based on a sense of over confidence and a tendency to overlook your own potential for error. Seek feedback from others to evaluate your priorities for action and to develop a realistic attitude toward what you need to do to accomplish your goals.

### **Consistency: (Self-Starting Ability)**

A combination of a compulsive need to push ahead and a feeling of frustration and dissatisfaction about your current circumstances can lead to inconsistencies in your decisions and actions. Take the time to examine your priorities and expectations to make certain that you can realistically accomplish what you set out to do.

### **Role Satisfaction: (Self-Starting Ability)**

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 either 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.

### **Health Tension Index: (Stress Factors)**

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

### **Service: (Motivators)**

Your overly cautious, skeptical attitudes can lead you to overlook or disregard problems of others unless you feel that you can attain some immediate benefit. Examine your attitude about the value of your problem solving and decide whether providing service is an ideal that you think is important to commit your energies self to achieve.

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## **Executive Management Synopsis**

### **SECONDARY DEVELOPMENT COMMENTS**

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#### **Attitude Toward Others: (Relating With Others)**

You tend to have an overly cautious, skeptical attitude toward others which can cause you to be too critical and impatient when they do not measure up. Attend a workshop on developing personal relationships that will provide techniques for helping you pay more attention to the needs and interests of others.

#### **Prejudice/Bias Index: (Relating With Others)**

You tend to develop very skeptical, critical biases about others which concentrate on criticizing what is wrong rather than identifying what is right with others. Attend a workshop on building personal relationships that will help you identify the negative effect of biases and provide techniques for being more open and accepting of others.

#### **Insight Into Others: (Relating With Others)**

You may have difficulty correctly identifying either the positive potential of others (paying more attention to what is wrong than what is right) or the negative potential of others, seeing and expecting others to be better than they can be.

#### **Patience With Others: (Relating With Others)**

You tend to constantly measure others against your practical, preset expectations and to be impatient when they do not measure up. Make a checklist of those occasions when you make up your mind, respond too fast or too critically. Use the list to remind you to become more willing to allow others to express their thinking.

#### **Listening To Others: (Communicating With Others)**

You may become skeptical and critical because you measure and critique everything that is said against a preset standard. Take time to examine your expectations and your views before you make up your mind about what others are saying. Practice listening from their point of view and try to be patient and let others finish before you respond.

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***Executive Management Synopsis***  
**SECONDARY DEVELOPMENT COMMENTS**

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**Evaluating What Is Said: (Communicating With Others)**

Because of the focused nature of your thinking, you may have difficulty correctly interpreting what others are saying. You will tend to be either unrealistically optimistic or skeptical and biased. Seek feedback from others or from an objective measuring standard to test the balance and objectivity in your thinking about others.

**Talking At The Right Time: (Communicating With Others)**

Your thinking tends to be so results and 'now' oriented that you lose a sense of balance and objectivity. As a result, your sense of timing can be too focused on the immediate needs of a situation. Seek feedback to help you focus on a more balanced and objective view of the world.

**Understands Attitudes: (Communicating With Others)**

Your skepticism and cautious attitudes can naturally lead you to become overly critical about what is said even though it matches your own ideas and attitudes. Stop and think about your evaluations and views of others. make certain that you are not being too quick to judge or that you are only allowing your way of thinking to be the correct way.

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## **Executive Management Synopsis**

### **PRIMARY DEVELOPMENT COMMENTS**

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#### **Proactive, Conceptual Thinking: (Developing A Strategy)**

You tend to become so involved with what you are doing at the present moment that you do not see or pay attention to the consequences of your decisions and actions. Build a reminder system to act as a check to help you examine the consequences of your thinking. Seek feedback and help from others to pay attention to the direction of your thinking and planning.

#### **Strategy Planning Orientation: (Developing A Strategy)**

Your cautious, skeptical thinking which helps you examine all possible things which can go wrong can lead you to overlook the need for long range thinking. Develop a system of checks and balances to make certain that you are balanced in your thinking and that you pay attention to long as well as short range issues.

#### **Realistic Goal Setting: (Planning and Organizing)**

You are currently uncertain about which direction is best for you. As a result, you are in a holding pattern about the future. You tend to be somewhat skeptical about structure and system in general. Seek feedback to realistically determine what you want to do and what you are willing to commit yourself to do.

#### **Long Range Planning: (Planning and Organizing)**

You tend to be naturally skeptical about the value of spending time and energy on long range planning. You should attend a workshop that teaches you the value of long range planning and provides techniques for developing realistic and workable plans.

#### **Attention To Planning: (Planning and Organizing)**

You tend to become so 'now' focused and involved with the solution of immediate problems that you put off or discount the need for planning activities. Attend a workshop on planning which teaches you the value of planning and techniques for practical, effective planning.

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## ***Executive Management Synopsis*** **PRIMARY DEVELOPMENT COMMENTS**

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### **Meeting Established Standards: (Organizational Attitudes)**

Your strong sense of individualistic thinking combined with a cautious, skeptical attitude toward authority, structure and conformity can lead you to covertly or overtly challenge existing standards. Ask yourself whether you are rejecting standards simply for the sake of being different. Seek feedback to make certain you are being realistic.

### **Attitude Toward Authority: (Organizational Attitudes)**

Your strong individualism will lead you to covertly or overtly disregard existing authority. You feel the need to challenge authority simply for the sake of doing so. Seek feedback to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

### **Goal Directedness: (Drive Centers)**

You are in transition with respect to inner goals and ideals which guide your actions and have a sense of skeptical disregard for outer goals and structure. Seek feedback from others to evaluate what you want to accomplish and what you are willing to commit your energies to accomplish.

### **Social Recognition: (Drive Centers)**

You are in social/role transition feeling frustrated and uncertain about what you want to do. As a result of this transition, your decisions and actions can be inconsistent. Seek feedback either individually or in a workshop on self development to help you decide what you want to do and to help you see the opportunities for action.

### **Ambition: (Drive Centers)**

You are in a holding pattern concerning the future asking yourself questions about what you are willing to commit yourself toward for the future. Seek feedback either individually or in a workshop on self development to help identify why you are feeling uncertain and to help identify priorities for future development.

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## ***Executive Management Synopsis*** **PRIMARY DEVELOPMENT COMMENTS**

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### **Persistence: (Self-Starting Ability)**

You are feeling indecisive and uncertain about which course of action is best for you and as a result will not likely feel an urgency to push ahead. Seek feedback privately or in a workshop on self development to identify what you want to do and what you are willing to commit your time and energy to accomplish.

### **Initiative: (Self-Starting Ability)**

You are currently in social/role transition that leaves you feeling frustrated and dissatisfied with current circumstances. As a result of this transition, you may feel a lack of urgency to act or you may direct your actions based on impulse and emotion. Seek help to find out why you are feeling so uncertain and frustrated.

### **Self Sufficiency: (Stress Factors)**

You are currently depreciating your own inner worth leading you to not give yourself enough credit and to be too hard on yourself. As a result, you are likely to feel frustration, anxiety and despair when you do not live up to expectations. Spend time with people who make you feel good and doing things which are fulfilling and enjoyable.

### **Role Frustration: (Stress Factors)**

You are currently in social/role transition uncertain about what type of social/role accomplishments will make you feel comfortable. As a result, you are likely to feel anxiety, frustration and despair. Seek feedback to identify the source of your uncertainty and to help you identify opportunities for action.

### **Goal Achievement: (Stress Factors)**

You are currently feeling uncertainty and apprehension about the future. This uncertainty, combined with your skepticism about structure and order in the world, will generate a reactiveness and retroactiveness which will create anxiety, frustration and despair. Seek feedback to identify priorities that you are willing to accept and commit to carry out.

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## ***Executive Management Synopsis*** **PRIMARY DEVELOPMENT COMMENTS**

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### **Flexibility, Adaptability: (Stress Factors)**

You are currently in transition about which direction is best for you and as a result can feel uncertainty about changing directions. You are likely to feel anxiety, frustration and despair when you must deal with major changes in your life. Seek feedback to identify the source of your uncertainty about the future.

### **Social Recognition: (Motivators)**

You are currently in social/role transition leaving you uncertain about what type of social/role image will make you feel comfortable and motivate you consistently to action. Seek feedback to find out why you are feeling this social/role uncertainty and to help you see opportunities for development in your current environment.

### **Personal Development: (Motivators)**

Your uncertainty about what is best for you can cause you to delay development activities and as a result can reduce the power of personal development as a motivator. Seek feedback to generate a realistic appraisal of what you can do and to help you decide what you want to do.

### **Sense Of Mission: (Motivators)**

You are currently in transition about what course of action is best for you and as a result may or may not be currently motivated by a sense of mission and purpose. Seek feedback either on an individual basis or in a workshop on self development to decide what priorities and goals will give you a chance for fulfillment as well as be challenging to you.

### **Sensitivity To Others: (Relating With Others)**

You tend to have an overly cautious, skeptical attitude toward others which can lead you to not be attentive to the needs and interests of others. Attend a course on building personal relationships to help you learn to see and appreciate the positive worth of others.