

# Thinking Pattern Reports

Extended Manager Interview Guide

Prepared for

## SampleB SampleB



*Orchestrating Results*

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## ***Extended Manager Interview Guide*** **SUMMARY**

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### ATTITUDES:

- Individualist, does things their own way
- Optimistic about the world
- Cautious, hesitant attitude about themselves
- Cautious, skeptical attitude toward others
- Results, 'now' oriented attitude toward getting things done

### PROBLEM SOLVING:

- Good intuitive insights, 'gut instincts'

### SELF IMAGE:

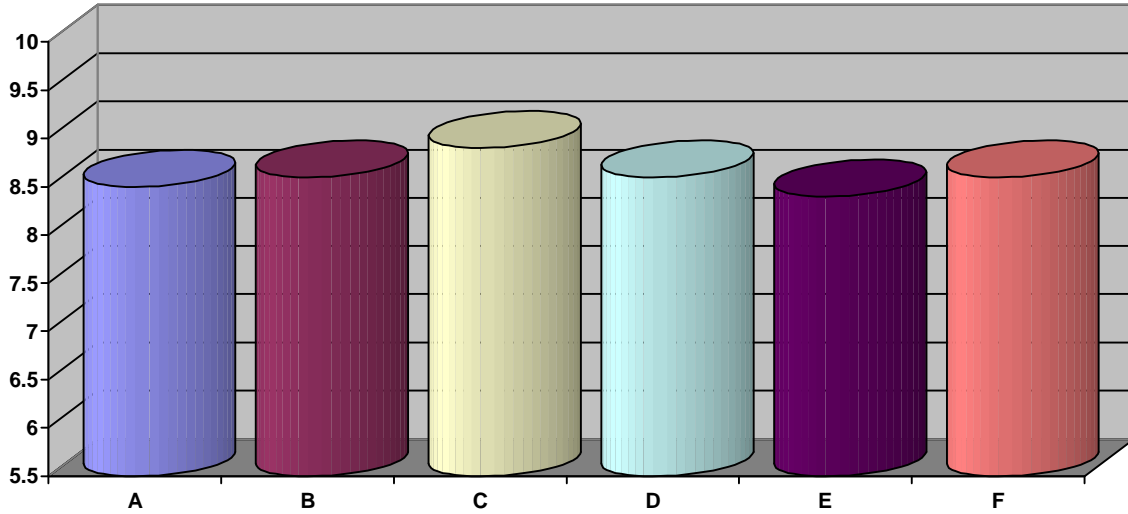
- Cautious, questioning the future
- No fear of failure, some fear of success
- Doubts and questions about what they are doing
- Has difficulty learning from their mistakes

### MOTIVATORS:

- Results, getting things done
- Money, material things

## Extended Manager Interview Guide

### GLOBAL 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) Working With Others (Situational 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 (Situational Risk)</b> — Measures the ability to see what is needed to get things done.
<b>C) Problem Solving (Low Risk)</b> — Measures the ability to identify potential problems and generate effective solutions.
<b>D) Planning &amp; Organizing (Situational Risk)</b> — Measures the ability to set goals, build plans, and translate them into action.
<b>E) Getting Things Done (Conditional 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 (Situational Risk)</b> — Measures the ability to see, understand, and be sensitive to personal uniqueness, confidence, competency, goals, and self organization.

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## ***Extended Manager Interview Guide*** **PERSONAL MANAGEMENT INVENTORY**

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### **PRIORITIZED CORE STRENGTHS**

#### **1) Results Oriented: (Getting Things Done) (MG-26A)-Excellent Potential**

Extremely results and 'now' oriented focusing time and energy on decisions that have a immediate result.

#### **2) Attention To Concrete Detail: (Managing Activities) (MG-12A)-Very Good Potential**

Very Good practical, common sense ability to see and pay attention to things, situations, and practical thinking.

#### **3) Concrete Organization: (Planning And Organizing) (MG-21B)-Very Good Potential**

The ability to concretely plan and organize and to see to it that things happen in an effective manner.

#### **4) Seeing Potential Problems: (Managing Problems) (MG-16)-Very Good Potential**

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

#### **5) Using Common Sense: (Managing Problems) (MG-14C)-Very Good Potential**

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

#### **6) Evaluating What To Do: (Managing Problems) (MG-13)-Very Good Potential**

Excellent ability for sizing up situations, for identifying problems and generating constructive alternatives.

#### **7) Short Range Planning: (Planning And Organizing) (MG-19F)-Very Good Potential**

A practical, pragmatic planner and organizer who focuses on translating immediate needs to action plans.

### **PRIORITIZED DEVELOPMENT COMMENTS**

#### **1) Attitude Toward Authority: (Managing Activities) (MGT-11C)-Real Risk**

Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority

#### **2) Proactive, Conceptual Thinking: (Managing Problems) (MGT-17A)-Real Risk**

Focus on 'now' blocks out concern for or attention to consequences, to making certain that things are done right.

#### **3) Long Range Planning: (Planning And Organizing) (MGT-20B)-Real Risk**

A tendency to be naturally skeptical about the value of spending time and energy on long range planning.

#### **4) Ambition: (Getting Things Done) (MGT-27B)-Real Risk**

Holding pattern concerning the future can lead to indecisiveness and inconsistency.

#### **5) Persistence: (Getting Things Done) (MGT-28B)-Real Risk**

Holding pattern concerning the future can generate difficulty setting and following through with goals.

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***Extended Manager Interview Guide***  
**PERSONAL MANAGEMENT INVENTORY**  
**PRIORITIZED INTERVIEW NOTES**

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**1) Attitude Toward Authority: (Managing Activities) (MGT-11C)-Real Risk**

They tend to disregard rules, norms, and conventions about how things should be done and do things their own way regardless of consequences. Test their ability to accept ideas and ways of doing things other than their own.

**2) Proactive, Conceptual Thinking: (Managing Problems) (MGT-17A)-Real Risk**

Results oriented, reactive thinking leads to a focus on deciding first and worrying about consequences later. Test their ability and willingness to examine consequences prior to or at least in the process of taking action.

**3) Long Range Planning: (Planning And Organizing) (MGT-20B)-Real Risk**

Skeptical, individualistic thinking can lead them to disregard the need for planning and make reactive, impulsive decisions. Test their ability and willingness to take time to examine consequences and translate them into plans.

**4) Ambition: (Getting Things Done) (MGT-27B)-Real Risk**

Tend to be indecisive and uncertain about pushing ahead leading them to delay decisions and miss opportunities. Test their ability to identify their priorities and translate them into goals that motivate and drive them.

**5) Persistence: (Getting Things Done) (MGT-28B)-Real Risk**

Their doubts about which direction is best can leave them indecisive and inconsistent in their commitments. Find out what they expect from your job and what they are willing to do to work in your organization.

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Holding pattern concerning the future can generate difficulty setting and following through with goals.

### **6) Realistic Goal Setting: (Planning and Organizing) (MGT-18D)-Conditional Risk**

Uncertainty and indecision about which direction is best for you creating a holding pattern about the future.

### **7) Attention To Planning: (Planning And Organizing) (MGT-23D)-Conditional Risk**

Focus and attention on results and immediate needs will likely lead to either discount or delay planning activities.

### **8) Goal Directedness: (Getting Things Done) (MGT-25E)-Conditional Risk**

A combination of uncertainty about the future and skepticism can lead to indecisiveness and disorganization.

### **9) Flexibility, Adaptability: (Managing Self) (MGT-34B)-Conditional Risk**

Uncertainty about which direction is best can lead them to feel anxiety and frustration about the future.

### **10) Sensitivity To Others: (Managing Others) (MGT-4B)-Conditional Risk**

Indifferent to the needs and concerns of others, tends to treat others in a cool, competitive and uncaring manner.

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**Extended Manager Interview Guide**  
**MANAGER CHART**

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<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

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**Extended Manager Interview Guide**  
**MANAGER CHART**

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<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		