

# Thinking Pattern Reports

Basic Management Employability Screen/w

Prepared for

## SampleB SampleB



*Orchestrating Results*

### **Center For Applied Axiometrics**

ktconnor@thinkingpattern.com  
http://www.thinkingpattern.com  
912-638-5082

- *This material is confidential and personal.*
- *Please do not read this report unless authorized to do so.*
- *The content should not be used as the sole source for decisions regarding hiring, placement, career moves or termination.*

9753\_8766 1/22/2006 1:33:00 PM

**This entire document is subject to the following statement:**

**Copyright © 2002- 2006 – Axiometrics International, Inc. All rights reserved.**

## Thinking Process Inventory

	Talent	Attitude	Skill
<b>Low Risk</b>			
<b>Situational Risk</b>	ü	ü	ü
<b>Conditional Risk</b>			
<b>Real Risk</b>			

<b>Low Risk</b> (□)	Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes.
------------------------	---

<b>Situational Risk</b> (ü)	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>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>Real Risk</b> (□)	Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment.
-------------------------	--

# 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
- 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

## *Team Synergy*

### **CORE TEAM STRENGTHS**

#### LISTENING, DELEGATING AND DEVELOPING:

- Assigns tasks clearly and specifically
- Keeps communications clear and to the point

#### BEING FAIR AND CONSISTENT:

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

#### COOPERATING AND SHARING:

- Reinforces the value of cooperation and sharing
- Maintains a positive, supportive attitude

### **KEY TEAM DEVELOPMENT ISSUES**

#### COOPERATING AND SHARING:

- Tend to be too critical ideas and input from others
- May have difficulty being open to opposing viewpoints

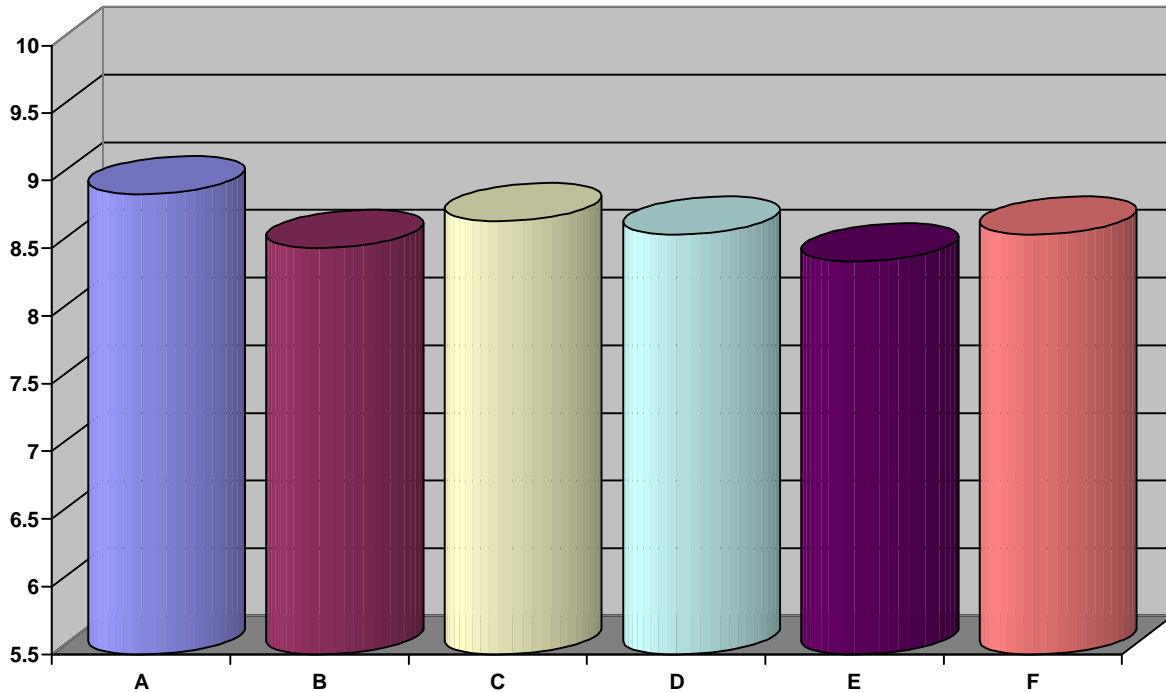
#### LISTENING, DELEGATING AND DEVELOPING:

- Tend to give feedback in a critical, negative manner
- Does not make certain each person knows what is expected

#### BEING FAIR AND CONSISTENT:

- May not always treat others fairly and consistently

### 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 (Situational Risk)</b> — Measures the ability to see what is needed to get things done.
<b>C) Managing Problems (Situational 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.

## *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-6C)-Very Good Potential**

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

#### **2) Proactive, Conceptual Thinking: (Managing Problems) (MG-17A)-Very Good Potential**

Unconventional, individualistic thinking creates the ability for innovative, novel, and spontaneous problem solving.

#### **3) Prejudice/Bias Index: (Managing Others) (MG-3B)-Very Good Potential**

The ability to see and understand different viewpoints is couched in cautious, somewhat skeptical attitudes.

#### **4) Attitude Toward Others: (Managing Others) (MG-2B)-Very Good Potential**

Cautiously discrete attitude that stays in touch with the positive and negative potential of others.

#### **5) Consistency: (Getting Things Done) (MG-29A)-Very Good Potential**

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

#### **6) Intuitive Insight: (Managing Problems) (MG-15)-Very Good Potential**

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

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

An excellent ability to identify goals which will be challenging and rewarding.

### **PRIORITIZED DEVELOPMENT COMMENTS**

#### **1) Attention To Planning: (Planning And Organizing) (MGT-23D)-Real Risk**

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

#### **2) Self Assessment: (Managing Self) (MGT-31)-Real Risk**

Difficulty realistically assessing personal potential and maintaining consistent confidence.

#### **3) 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.

#### **4) Listening To Others: (Managing Others) (MGT-5C)-Real Risk**

Tend to listen, measure and critique everything that is said against a preset, rigid standard.

#### **5) Meeting Established Standards: (Managing Activities) (MGT-7C)-Real Risk**

Strong sense of individualistic, skeptical thinking will lead they to covertly or overtly challenge standards.

## ***Prioritized Interview Notes***

### **1) Attention To Planning: (Planning And Organizing) (MGT-23D)-Real Risk**

Focus on results and immediate action can lead them to take short cuts, 'shoot from the hip', and avoid planning details. Test their willingness to take time to evaluate alternatives and consequences and translate their findings in action plans.

### **2) Self Assessment: (Managing Self) (MGT-31)-Real Risk**

Their inconsistent, confident, and uncertain, feelings about themselves will likely lead them to have difficulty handling difficult or confrontational issues without responding either in an emotional or potentially aggressive manner.

### **3) 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.

### **4) Listening To Others: (Managing Others) (MGT-5C)-Real Risk**

They tend to listen in an advice giving or critical manner, making others feel uncomfortable, disvalued or controlled. Aggressively challenge their ideas and solutions to test their ability to be responsive, fair, and open.

### **5) Meeting Established Standards: (Managing Activities) (MGT-7C)-Real Risk**

Their individualism and non-conformism lead them to find ways to get around rules and accepted procedures, to feel little obligation to conform. Test their willingness to listen to and utilize ways of doing things other than their own.