

Thinking Pattern Reports

Manager Synopsis

Prepared for

SampleB SampleB



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

Results Oriented: (Making Things Happen)

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.

Manager Synopsis

SECONDARY STRENGTH COMMENTS

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 understand 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: (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.

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.

Short Range Planning: (Planning and Organizing)

You are a practical, pragmatic planner and 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. 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.

Manager Synopsis

SECONDARY DEVELOPMENT COMMENTS

Intuitive Insight: (Deciding What Needs To Be Done)

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

Attention To Concrete Detail: (Managing Activities)

You tend to become so concentrated on seeing the world as it ought to be rather than as it is, you are likely to overlook concrete detail. Build a reminder checklist to test your ability to stay in touch with what is actually happening in your environment.

Doing Things Right: (Managing Activities)

Your strong sense of individualism can lead you to covertly or overtly challenge existing ways of doing things. This 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.

Meeting Schedules And Deadlines: (Managing Activities)

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.

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 which helps you to see the value of clarity and order as well as provides you techniques for thinking and planning.

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.

Manager Synopsis

SECONDARY DEVELOPMENT COMMENTS

Consistency: (Making Things Happen)

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.

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.

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 which will provide techniques for helping you pay more attention to the needs and interests 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.

Listening To Others: (Relating 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.

Talking At The Right Time: (Relating 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.

Manager Synopsis
SECONDARY DEVELOPMENT COMMENTS

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.

Manager Synopsis

PRIMARY DEVELOPMENT COMMENTS

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

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 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.

Attitude Toward Authority: (Managing Activities)

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 from others to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

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. Moreover, 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 accomplish.

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 that teaches you the value of planning as well as techniques for practical, effective planning.

Goal Directedness: (Making Things Happen)

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.

Persistence: (Making Things Happen)

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.

Manager Synopsis
PRIMARY DEVELOPMENT COMMENTS

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.