

# Thinking Pattern Reports

## Executive Management Synopsis

Prepared for

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*Orchestrating Results*

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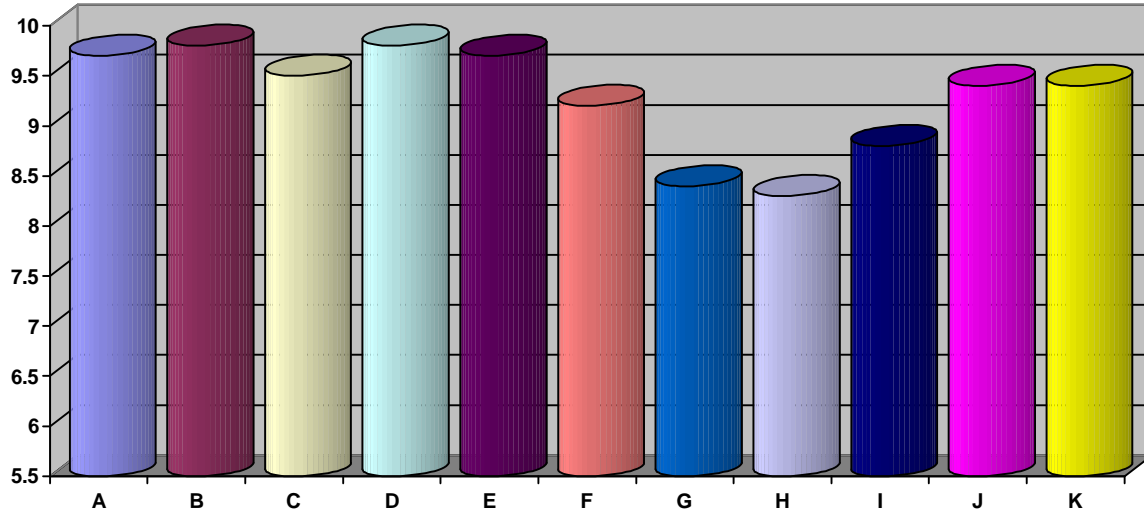
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## Executive Management Synopsis

### OVERVIEW GRAPH



<b>Primary Strengths</b>	<b>9.4 to 10.0</b>
<b>Secondary Strengths</b>	<b>8.9 to 9.39</b>
<b>Secondary Development</b>	<b>8.3 to 8.89</b>
<b>Primary Development</b>	<b>6.0 to 8.29</b>

<b>A) Deciding What Needs To Be Done (Primary Strength)</b> — Identifies the issues that are relevant and need attention.
<b>B) Developing A Strategy (Primary Strength)</b> — Measures the ability to pay attention to, and plan for, long range issues.
<b>C) Managing Activities (Primary Strength)</b> — Measures the ability to see what is needed to get things done.
<b>D) Planning &amp; Organizing (Primary Strength)</b> — Measures the ability to set goals, build plans, and translate them into action.
<b>E) Organizational Attitudes (Primary Strength)</b> — Measures willingness to work with the organization to get things done.
<b>F) Achievement Drive (Secondary Strength)</b> — Identifies the primary sources of drive which push an individual to act.
<b>G) Self Starting Ability (Secondary Development)</b> — Measures the ability to marshal energy to consistently get things done.
<b>H) Stress Factors (Secondary Development)</b> — Identifies issues which generate anxiety and how one manages the anxiety.
<b>I) Sources of Motivation (Secondary Development)</b> — Identifies issues and values that are important.
<b>J) Relating With Others (Primary Strength)</b> — Measures the ability to see and appreciate others and deal with them on a daily basis.
<b>K) Communicating With Others (Primary Strength)</b> — 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		✓		
Seeing The Big Picture	✓			
Common Sense Thinking	✓			
Long Term Goal Assessment	✓			

#### **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	✓			
Integrative Ability	✓			
Strategic Planning	✓			
Realistic System Management		✓		

#### **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		✓		
Attention To Concrete Detail		✓		
Logistical Planning	✓			
Personnel Assessment	✓			
Developing Procedures	✓			

#### **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	✓			
Short Range Planning	✓			
Long Range Planning	✓			
Concrete Organization	✓			
Conceptual Organization	✓			
Attention To Planning	✓			

#### **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	✓			
Doing Things Right	✓			
Respect For Procedures	✓			
Attitude Toward Authority	✓			
Meeting Deadlines		✓		

#### **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**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Goal Directedness	✓			
Results Oriented		✓		
Need To Achieve	✓			
Social Recognition				✓
Self Attitude	✓			
Ambition			✓	

#### **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**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Persistence	✓			
Consistency				✓
Initiative		✓		
Role Satisfaction				✓

#### **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**

<b>Capacity</b>	<b>Primary Strengths</b>	<b>Secondary Strengths</b>	<b>Secondary Development</b>	<b>Primary Development</b>
Self Sufficiency			✓	
Role Satisfaction				✓
Goal Achievement				✓
Flexibility	✓			
Handling Despair			✓	
Attitude Index	✓			
Health Tension Index				✓

#### **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.

##### **Goal Achievement :**

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

##### **Handling Despair :**

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

##### **Health Tension Index :**

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

##### **Role Satisfaction :**

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

##### **Flexibility :**

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

##### **Attitude Index :**

This capacity measures the anxiety which results from negative attitudes.

## **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	✓			
Money, Material Things		✓		
Status, Recognition				✓
Personal Development			✓	
Sense Of Mission		✓		
Sense Of Belonging		✓		

#### **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	✓			
Prejudice/Bias Index	✓			
Insight Into Others	✓			
Patience With Others	✓			
Sensitivity To Others			✓	

#### **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	✓			
Evaluating What Is Said	✓			
Developing A Response		✓		
Talking At The Right Time		✓		
Understanding Attitudes	✓			

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

You have a well developed capacity to see and understand the need for long range, strategic thinking and planning. Moreover, you are likely to spend your time and energy on strategic issues. Planning for the future is a priority for you and will occupy a key place in your day-to-day activities.

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

You have a good capacity for identifying what the crucial issues are 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.

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

You have a strong need to make certain that things work out according to plans and expectations. As a result you understand the value of proactive thinking and planning and will focus time and energy on identifying and understanding the consequences of your ideas and plans.

**(4)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.

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

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

You not only have the ability to identify fruitful goals but also have the ability to see and understand the effects and consequences of goals and plans. You are extremely concerned about making certain that things work out as they should; therefore, you tend to pay attention to goal setting and long range thinking.

**(6)Persistence: (Self Starting Ability)**

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

**(7)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.

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

You tend not to give yourself enough credit, to blow up your own imperfections and to be extremely hard on yourself when you do not measure up. This tendency builds a compelling drive to achieve such that you can receive recognition and credit from others.

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

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

Your strong sense of perfectionism and drive toward making certain that things are done right will build a strong sense of belief in and loyalty to authority and a willingness to work to maintain consistency and constancy in actions and decisions.

**(10)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.

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

You have a strong combination of attentiveness to conceptual and analytical thinking and planning as well as a very well developed capacity to see and understand how to set long range objectives and plans. You are likely to build your actions around the translation of strategic issues into specific long term plans.

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

Your strong need to set goals which are challenging, combined with your perfectionism and insistence that things be done the way which you believe to be right will build commitment and attentiveness to setting goals and plans which reflect the ideas, ideals, and principles that are important to you.



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## **Executive Management Synopsis**

### **PRIMARY 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 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.

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

You not only have the ability to identify fruitful goals but also have the ability to see and understand the effects and consequences of goals and plans. You are extremely concerned about making certain that things work out as they should; therefore, you tend to pay attention to goal setting and long range thinking.

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

You have a strong need to make certain that things work out according to plans and expectations. As a result you understand the value of proactive thinking and planning and will focus time and energy on identifying and understanding the consequences of your ideas and plans.

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

You have a good capacity for identifying what the crucial issues are 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.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

You have a well developed capacity to see and understand the need for long range, strategic thinking and planning. Moreover, you are likely to spend your time and energy on strategic issues. Planning for the future is a priority for you and will occupy a key place in your day-to-day activities.

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

Your attention to doing things right and ability to pay attention to the consequences of plans and ideas builds a keen capacity for paying attention to planning ahead for what is needed to carry out plans, programs and strategies. You will likely delay decisions and actions until you believe the necessary support is available to meet goals and expectations.

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

You have the ability to realistically assess both the positive and negative potential of individuals giving you an objective understanding of what people are capable of accomplishing as well as clear insight into what is needed to allow an individual to develop to full potential.

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

You have a strong commitment to making certain that things are done right. This commitment combined with your analytical, conceptual thinking and planning ability form the key to your capacity for building clear, consistent policies and procedures that will be both efficient as well as effective.

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

Your strong need to set goals which are challenging, combined with your perfectionism and insistence that things be done the way which you believe to be right will build commitment and attentiveness to setting goals and plans which reflect the ideas, ideals, and principles that are important to you.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

You tend to be idealistic and perfectionistic in your thinking. You will likely focus, organize and structure things according to a preorganized plan or strategy. As a result, planning for short term results is necessary to guarantee that things will happen effectively and efficiently.

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

You have a strong combination of attentiveness to conceptual and analytical thinking and planning as well as a very well developed capacity to see and understand how to set long range objectives and plans. You are likely to build your actions around the translation of strategic issues into specific long term plans.

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

A combination of your need for things to work according to preset plans and strategies and your capacity for conceptual thinking and planning gives you the ability to develop a plan for organizing your current environment and the willingness to spend the time and energy carrying out organizational tasks.

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

You have a very strong need for planning and organizing things according to a preorganized plan or strategy. This need for organization combined with your capacity for conceptual and analytical thinking and planning reinforces the capacity to see and focus your energy on conceptual organization.

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

You have a perfectionistic need to make certain that things are organized and structured according to a preorganized plan or strategy. This need combined with your attention to conceptual, analytical thinking and planning creates a positive, proactive attitude toward planning activities.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

Your strong sense of perfectionism generates attention to making certain that things are done right and as a result builds a keen appreciation of the need for standards and norms as well as a willingness to make certain that standards and preorganized strategies and expectations are met.

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

You are a perfectionistic thinker who pays attention to making certain that things are done right. As a result, you are likely to spend time and energy developing respect for accepted standards and ways of getting things done.

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

You have a deep sense of respect for and a need to implement organizational polices, plans and programs. Your strong sense of doing things right will help you make certain that the customer is aware of their rights and privileges and the consequences of their actions.

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

Your strong sense of perfectionism and drive toward making certain that things are done right will build a strong sense of belief in and loyalty to authority and a willingness to work to maintain consistency and constancy in actions and decisions.

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

Your self perfectionism and idealism, combined with a keen appreciation for structured, analytical thinking, generates a strong drive toward your personal goals, objectives, and commitment to the goals and objectives that you adopt from organizational or other sources.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

You tend not to give yourself enough credit, to blow up your own imperfections and to be extremely hard on yourself when you do not measure up. This tendency builds a compelling drive to achieve such that you can receive recognition and credit from others.

#### **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.

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

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

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

You have a strong sense of personal commitment to what you believe is right but you also have the ability to refocus your energy and direction when you discover that what you are doing is not working. You also have the ability to see and accept your mistakes and use them as opportunities for pushing ahead.

#### **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.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

You not only have the ability to see and accept the needs and interests of others but you also are extremely concerned about making certain that the personal needs and concerns of others are fulfilled. As a result, you are likely to be highly motivated by activities that give you an opportunity to help others.

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

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

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

You have the ability to see and understand the uniqueness and individuality of others and you are also willing to be open to their viewpoints. You do have strong perfectionistic ideas about what is right or wrong. These ideas can lead you to be open to others more readily if they live up to your expectations and standards.

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

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

#### **Patience With People: (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 them when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

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## ***Executive Management Synopsis*** **PRIMARY STRENGTH COMMENTS**

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

You have the ability and willingness to listen to what others are saying paying 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.

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

You have the ability to realistically and objectively evaluate what others are saying identifying any potential problem areas, generating constructive alternatives for solutions and maintaining an openness to viewpoints even when they are contrary to your own and seeing and all sides of an issue.

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

You have the ability not only to see and understand the attitudes of others but you are also extremely concerned about meeting their needs and interests. As a result, you will likely spend time and energy making certain that you have taken into consideration other points of view and that you have maintained an openness and availability to others.

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

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

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

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

You have a well developed ability to pay attention to making certain that things are done right, that there is a consistent, organized plan for action and for concretely organizing situations such that things work out effectively and efficiently. The balance in your thinking helps you see the need for action as well as order and organization.

### **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)**

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

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

You have the ability to realistically assess both the positive and negative potential of individuals giving you an objective understanding of what people are capable of accomplishing as well as clear insight into what is needed to allow an individual to develop to full potential.



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## **Executive Management Synopsis**

### **SECONDARY STRENGTH COMMENTS**

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

Your strong sense of perfectionism both about what is right for you and about what is right for the world around you generates an approach to schedules and deadlines which is based on preset, preorganized plans and programs. You have a well developed capacity for turning timetables into expectations and standards for actions and decisions.

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

You have the ability to see and understand the need for creating practical, pragmatic results. This understanding combined with your practical problem solving ability creates a potential for drive. You are however, somewhat cautious in your practical thinking which will likely lead you to delay decisions until you are certain that you are right.

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

You have the ability to identify those goals, ideals, actions, and activities that not only give your life a sense of meaning and purpose, but also provide you a sense of urgency to act. However, you are currently in social/role transition uncertain about which social/role image is best and this indecisiveness can lead you to delay your decisions.

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

You have the ability to see and understand the importance of money and material things and you have a realistic capacity to evaluate your opportunities to receive concrete things and monetary reward from the tasks which you are willing to commit your energy to accomplish.

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

You have a strong, compulsive need to commit yourself to attain your personal goals such that actions and activities which give you a sense of personal mission, add meaning to your life. Your goals are not only highly rewarding, but are strong motivators that can propel you consistently to action.

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

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**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 what and how you respond to others. Moreover, you are concerned about making certain that what you say has a positive effect and is understood by others. As a result, you are likely to be concerned about limiting the effect of impulsive responses.

**Talking At The Right Time: (Communicating 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. Moreover, you have a strong commitment to what you believe is right which will give you the confidence and assurance to say what you believe you need to say.

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## **Executive Management Synopsis**

### **PRIORITIZED DEVELOPMENT**

#### **(1-4)**

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#### **(1)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.

#### **(2)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.

#### **(3)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.

#### **(4)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.

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

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**(5)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.

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

Your strong sense of self perfectionism can lead you to feel a compulsion to push toward goals that may or may not be realistic or fulfilling. As a result, you will feel anxiety, frustration and despair when you do not meet your expectations. Set short term goals based on past successes which can be fulfilling and rewarding to you.

**(7)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.

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

You have such a perfectionistic attitude toward yourself that you restrict your options for action and hesitate until you believe the perfect conditions exist. Examine your priorities for deciding and acting to make certain that you are being realistic about what you expect to occur.

#### **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.

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

Your overall attitude tends to be somewhat cautious and skeptical leading to anxiety and frustration, especially when things do not work out as you expect. Spend time and energy evaluating the positive things you are accomplishing, the positive things which are happening around you and the opportunities for positive development in your life.

#### **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.

#### **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.

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

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

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### **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)**

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

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

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**Social Recognition: (Motivators)**

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