

Thinking Pattern Reports

Manager Synopsis

Prepared for

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Orchestrating Results

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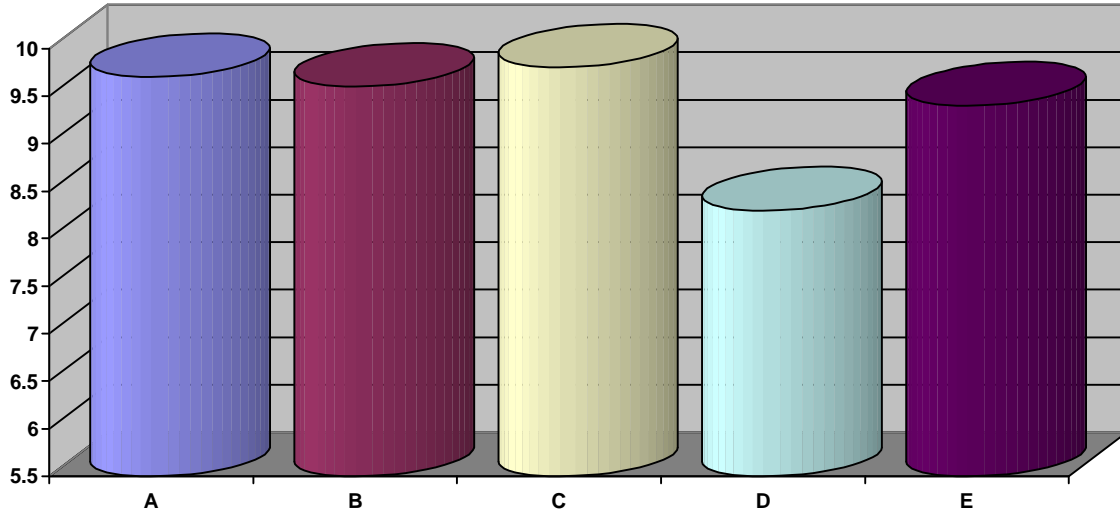
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Manager Synopsis

OVERVIEW GRAPH



Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	6.0 to 8.29

A) Deciding What Needs To Be Done (Primary Strength) — Identifies the issues that are relevant and need attention.
B) Managing Activities (Primary Strength) — Measures the ability to see what is needed to get things done.
C) Planning & Organizing (Primary Strength) — Measures the ability to set goals, build plans, and translate them into action.
D) Making Things Happen (Primary Development) — Measures the capacities needed to marshal one's energy and drive toward goals.
E) Relating With Others (Primary Strength) — 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		✓		
Proactive Thinking	✓			
Common Sense Thinking	✓			
Integrative Ability	✓			

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		✓		
Attention To Concrete Detail	✓			
Doing Things Right	✓			
Attitude Toward Authority	✓			
Meeting Deadlines		✓		

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.

Doing Things Right :

This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.

Meeting Deadlines :

This component measures the ability and willingness to maintain a strong sense of responsibility for meeting schedules and deadlines.

Attention To Concrete Detail :

The ability to clearly see and pay attention to flaws in things, people and situations.

Attitude Toward Authority :

This component measures the willingness to conform to existing codes, rules and sources of order and control.

Manager Synopsis

PLANNING AND ORGANIZING

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Realistic Goal Setting	✓			
Short 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.

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	✓			
Results Oriented		✓		
Role Satisfaction				✓
Persistence	✓			
Consistency				✓
Health Tension Index				✓

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	✓			
Insight Into Others	✓			
Listening To Others	✓			
Talking At The Right Time		✓		
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.

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

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

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.

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.

Integrative Ability: (Deciding What Needs To Be Done)

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

Attention To Concrete Detail: (Managing Activities)

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

Doing Things Right: (Managing Activities)

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.

Attitude Toward Authority: (Managing Activities)

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.

Manager Synopsis

PRIMARY STRENGTH COMMENTS

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. This reflects the ideas, ideals and principles which are important to you.

Short Range Planning: (Planning and Organizing)

You tend to be idealistic and perfectionistic in your thinking, focusing, organizing and structuring 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.

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 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 and this need combined with your capacity for conceptual and analytical thinking and planning builds the ability 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.

Goal Directedness: (Making Things Happen)

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

Manager Synopsis

PRIMARY STRENGTH COMMENTS

Persistence: (Making Things Happen)

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

Attitude Toward Others: (Relating With Others)

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

Insight Into Others: (Relating With Others)

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

Listening To Others: (Relating With Others)

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

Patience With Others: (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 others when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

Manager Synopsis

SECONDARY STRENGTH COMMENTS

Intuitive Insight: (Deciding What Needs To Be Done)

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

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.

Meeting Schedules And Deadlines: (Managing Activities)

Your strong sense of perfectionism both about what is right for you and 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: (Making Things Happen)

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.

Talking At The Right Time: (Relating 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.

Manager Synopsis
SECONDARY DEVELOPMENT COMMENTS

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.

Manager Synopsis
PRIMARY DEVELOPMENT COMMENTS

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.

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.