



Manager Assessment

Prepared for:

Demo Sample

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PO Box 24398, Denver, CO 80224
Voice: 303.777.1765
Fax: 303.733.8288
Email: Info@CulturesByDesign.com
Web: www.CulturesByDesign.com

12/20/2004 9:14:00 AM
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Cultures By Design

Congratulations

Demo Sample

You are now in possession of your Value Analysis from Axiometrics International, Inc.

Axiometrics International, Inc., is an organization that utilizes the practical application of the life's work of Dr. Robert S. Hartman, the discoverer of a new mathematical science called Axiology.

Axiology measures your ability to value. Your capacity to value is a talent or ability by which you organize your thinking and emotions to make decisions or value judgments. Your value talent is a measure of your ability to:

- 1) see and filter what is happening around you, and in yourself
- 2) build concepts and ideas by focusing on what is important to you
- 3) translate your ideas and expectations into decisions.

These three activities are the keys to understanding how we all make decisions.

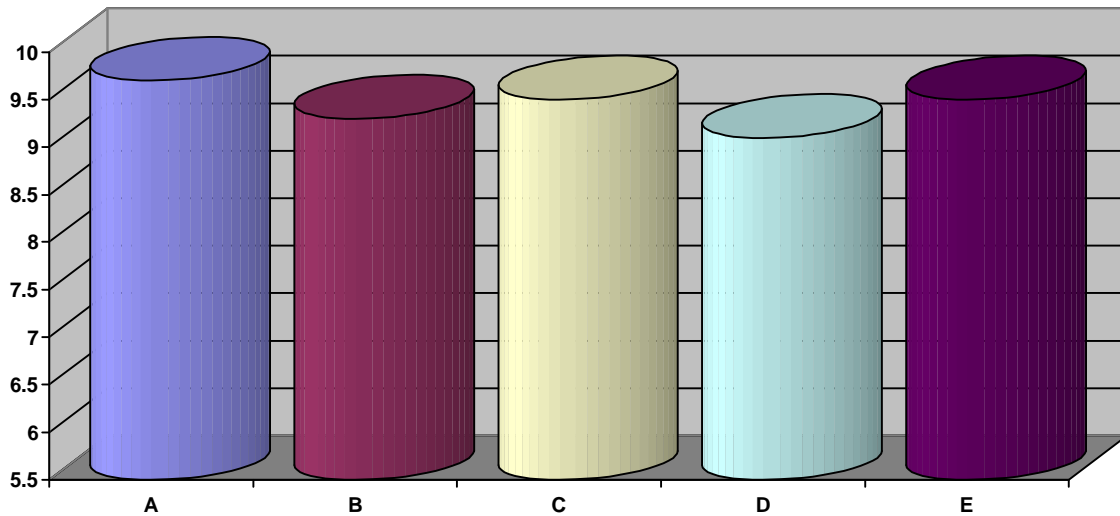
Demo, your ability to make value judgments is a natural activity of the mind and is similar to musical talent and ability. Each person has certain inborn skills or aptitudes. Some individuals have an ear for musical notes; others can be taught to recognize the notes. Both types of individuals can develop their natural talent and apply this talent as musicians. In the same way, some individuals have better developed natural talent for making value judgments and can make better decisions. These individuals have a clearer idea of what is important, can see things which other miss, are very creative problem solvers, make decisions which always seem to be on target, and are sensitive to the needs and concerns of others.

Value talent, like musical talent or sports talent, can be learned and improved. The first step in developing your value talent is to identify your level of development, and to find out what specific types of talent you have. The value analysis is designed to let you come into contact with your ability to think and make value judgments about yourself and the world around you. This analysis will give you an opportunity to experience the biases which focus your thinking, the natural skills which your mind uses on a day to day basis to make decisions, the strengths which belong to you, the areas for development which can improve your ability to be you, and the combination of talent which defines your uniqueness.

Remember that your value analysis is not a psychological, intelligence, or aptitude test. Your value talent is a measure of your ability to utilize your intelligence, access your natural and learned skills, and control your emotions. Your value profile describes the unique patterns that belong to you and capture both the unique structure of the way you think as well as the way you change as you grow and develop. Your value profile is a slice out of time, a cross section of your life's history showing where you are, how well you are using your talent, and the stresses and strains which you are experiencing.

Manager Assessment

OVERVIEW GRAPH

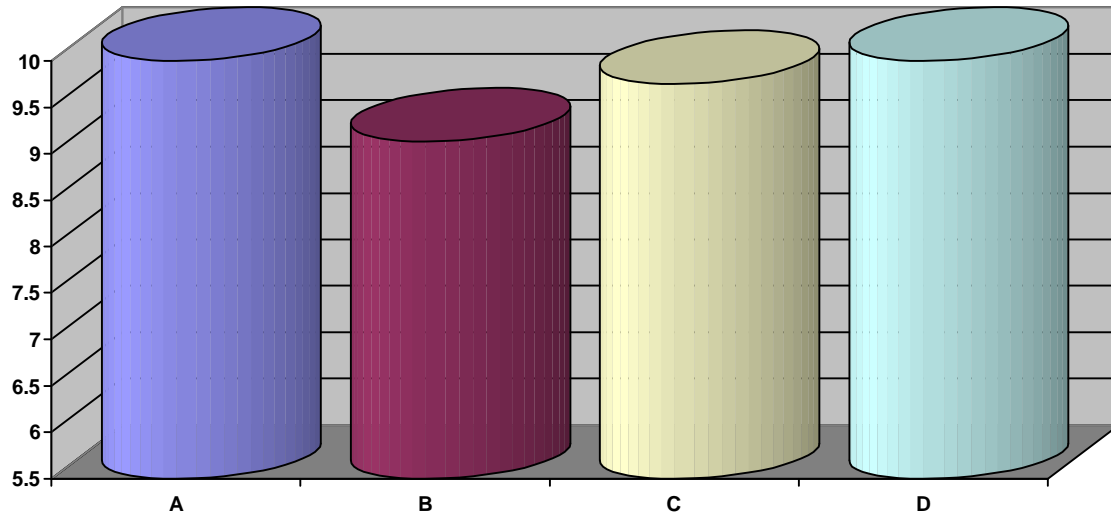


Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	6.0 to 8.29

A) Deciding What Needs To Be Done (Primary Strength) — Identifies the issues that are relevant and need attention.
B) Managing Activities (Secondary 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 (Secondary Strength) — 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 Assessment

DECIDING WHAT NEEDS TO BE DONE



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.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Intuitive Insight (Primary Strength) — The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.

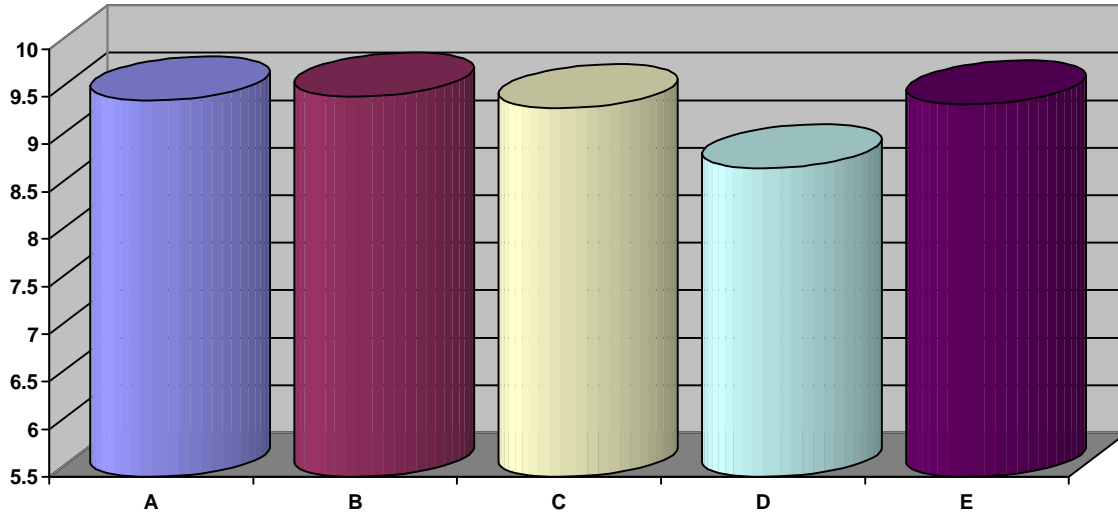
B) Proactive Thinking (Secondary Strength) — The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

C) Common Sense Thinking (Primary Strength) — The ability to use one's practical thinking ability to see and understand what is happening.

D) Integrative Ability (Primary Strength) — The ability to readily identify the heart of the problem, the critical elements of a situation and to generate workable solutions.

Manager Assessment

MANAGING ACTIVITIES



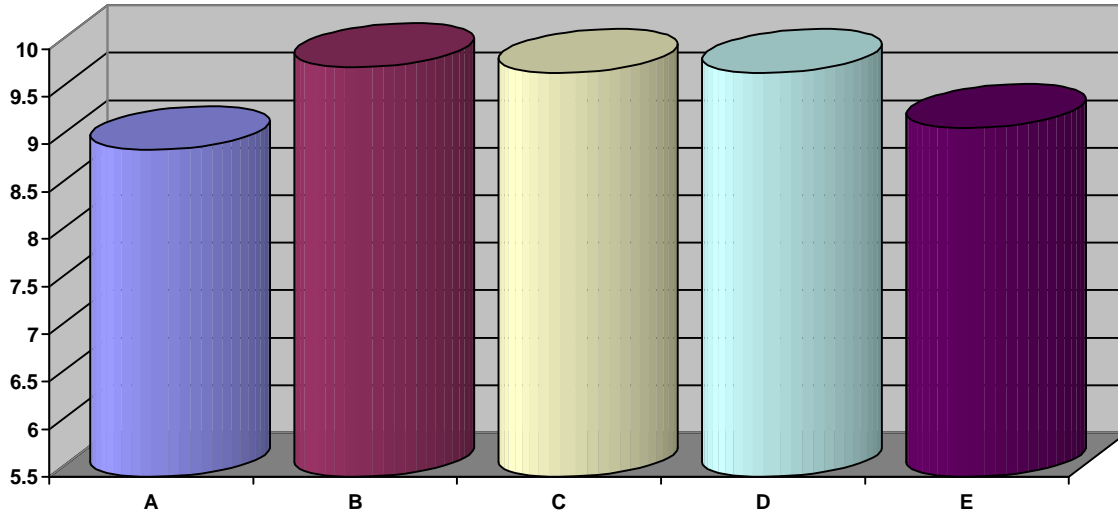
MANAGING ACTIVITIES: These capacities measure a person's ability to see what needs to be done, who needs to do the work and how things need to be done.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Evaluating What Needs To Be Done (Primary Strength) — 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.
B) Attention To Concrete Detail (Primary Strength) — The ability to clearly see and pay attention to flaws in things, people and situations.
C) Doing Things Right (Secondary Strength) — This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.
D) Attitude Toward Authority (Secondary Development) — This component measures the willingness to conform to existing codes, rules and sources of order and control.
E) Meeting Deadlines (Primary Strength) — This component measures the ability and willingness to maintain a strong sense of responsibility for meeting schedules and deadlines.

Manager Assessment

PLANNING AND ORGANIZING



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.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Realistic Goal Setting (Secondary Strength) — The ability to set goals which are within the boundary of available resources and which can be achieved within the projected time.

B) Short Range Planning (Primary Strength) — The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.

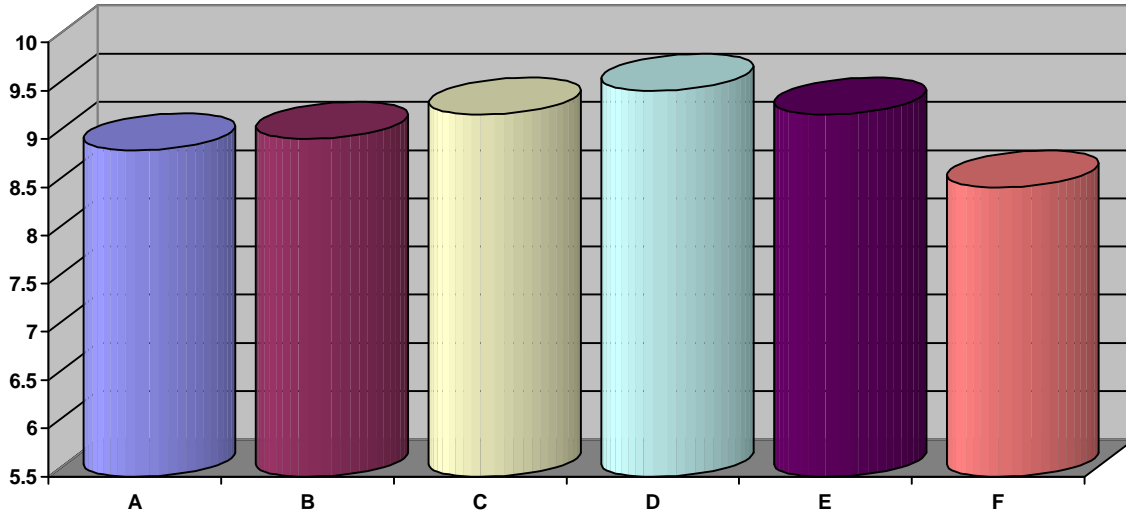
C) Concrete Organization (Primary Strength) — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

D) Conceptual Organization (Primary Strength) — The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

E) Attention To Planning (Secondary Strength) — The ability to keep one's focus and attention on planning details and activities.

Manager Assessment

MAKING THINGS HAPPEN



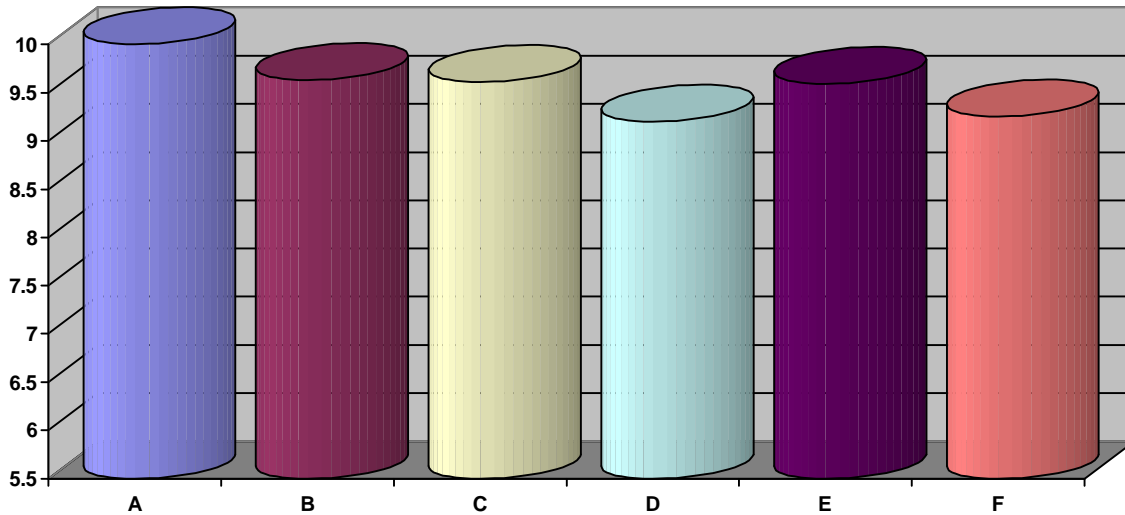
MAKING THINGS HAPPEN: Achievement Drive is a composite of several internal value structures that provide the primary driving impetus for a person to perform at a level higher than the average or to continually strive to achieve a higher performance level.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Goal Directedness (Secondary Development) — 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.
B) Results Oriented (Secondary Strength) — Results Oriented is the ability to pay attention to the achievement of concrete results. Attaining results is a major factor pushing one to action.
C) Role Satisfaction (Secondary Strength) — This component measures the degree of satisfaction and confidence one has in their role.
D) Persistence (Primary Strength) — The ability of an individual to maintain direction regardless of circumstances, to stay on target until one's goal is achieved.
E) Consistency (Secondary Strength) — The ability to maintain a sense of order, constancy and continuity in one's actions, to be able to transfer goals into action.
F) Health Tension Index (Secondary Development) — This component measures how well one can balance anxiety, despair and depressive attitudes.

Manager Assessment

RELATING WITH 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.

Primary Strengths	9.4 to 10.0
Secondary Strengths	8.9 to 9.39
Secondary Development	8.3 to 8.89
Primary Development	less than 8.3

A) Attitude Toward Others (Primary Strength) — This component measures the ability to be positive, objective and tolerant in interactions with others.

B) Insight Into Others (Primary Strength) — 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.

C) Listening To Others (Primary Strength) — 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.

D) Talking At The Right Time (Secondary Strength) — This component measures how well an individual listens to another person's point of view without imposing personal biases and expectations.

E) Patience With Others (Primary Strength) — The ability to see and accept others as they are and to allow others to proceed at their own pace.

F) Sensitivity To Others (Secondary Strength) — The degree to which one can be objective about others without allowing personal feelings, positive or negative, to interfere with making decisions.

Manager Assessment

PRIMARY 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.

Common Sense Thinking: (Deciding What Needs To Be Done)

You have the potential for a very unconventional, novel view of practical common sense issues. This capacity can develop the ability to be creative in your thinking, seeing ways of doing things which others tend to overlook, and can build a strong, individualistic drive to do things in your own unique way.

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.

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.

Attention To Concrete Detail: (Managing Activities)

Your compulsion for seeing things in an unconventional and possibly creative manner can generate the ability to identify concrete ways of thinking and solving problems which others are likely to overlook because they think in more habitual ways.

Meeting Schedules And Deadlines: (Managing Activities)

You have a strong sense of inner perfectionism. This builds a need for things to work out the way they should, as well as attention to developing and installing timetables and deadlines which correspond to your own preset goals, expectations and standards.

Manager Assessment

PRIMARY STRENGTH COMMENTS

Short Range Planning: (Planning and Organizing)

You have the ability to understand why setting short term, tactical goals is important and the capacity to focus your energies to carry out that task. You are an individualist and an unconventional thinker and may not always spend all of the time necessary to plan results because you will stay busy making things happen according to your expectations.

Concrete Organization: (Planning and Organizing)

Your highly individualistic and unconventional thinking gives you the capacity to see how to organize things in ways which others, who think in a more structured and habitual manner may overlook. Your individualism may, however, lead you to be cautious and skeptical in your thinking to the point that you delay organizational activities.

Conceptual Organization: (Planning and Organizing)

Your individualism can generate a strong need to do things in your own way. This individualism combined with your ability to see and understand how to organize can lead to innovative and novel ways to build and carry out organizational plans.

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.

Manager Assessment

PRIMARY STRENGTH COMMENTS

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 Assessment

SECONDARY STRENGTH COMMENTS

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

You tend to be a very unconventional, individualistic thinker and planner. As a result, you will spend your time and energy looking for novel and potentially creative ways of thinking. Remember that you may allow your need for spontaneous, novel thinking to prevent you from having the patience to see the consequences of your ideas and plans.

Doing Things Right: (Managing Activities)

You tend to have a constant need to be unconventional and inventive in your thinking. This individualism and innovativeness will likely lead you to develop an insistence on doing things in unique, novel and potentially creative ways. These may come in conflict with more accepted ways of thinking and acting.

Realistic Goal Setting: (Planning and Organizing)

Your strong need to set goals which are challenging combined with your insistence that things be done the way you think is right and your innovative, unconventional thinking builds a capacity for setting goals which will be novel, spontaneous and potentially creative and which will demand your full commitment and attention.

Attention To Planning: (Planning and Organizing)

You have the ability to understand the need for planning and organizational thinking. This understanding is couched in a highly innovative, unconventional approach to analytical, structured thinking which can lead you to delay planning activities or to compulsively look for creative planning options.

Results Oriented: (Making Things Happen)

A combination of unconventional, individualistic thinking and attention to practical, concrete results generates a strong drive center. This not only acts as a source for getting things done but builds in a potential for creativity, novelty and spontaneity into your actions and decisions.

Role Satisfaction: (Making Things Happen)

You are confident that what you are doing is what is best for you and that your social/role accomplishments will serve a useful function for yourself and for society. This confidence combined with your feelings of personal competence will build an urgency to get things done and to push ahead with energy and commitment.

Manager Assessment **SECONDARY STRENGTH COMMENTS**

Consistency: (Making Things Happen)

You have strong confidence about what you can do which leads to a sense of comfort and acceptance with your current circumstances. Your confidence gives you a sense of personal competence and satisfaction with what you are doing and acts as a springboard to action as well as personal justification that what you are doing is right for you.

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. As a result, you are likely to readily see what the crucial issues are and direct your attention to responding to those issues.

Sensitivity To Others: (Relating With Others)

You have the ability to objectively and realistically evaluate both the positive and negative potential of others and the positive or negative consequences of your relationships with them in personal, social and role relationships. Moreover, you have the capacity to be open and available without risking becoming too trusting and too involved.

Manager Assessment

SECONDARY DEVELOPMENT COMMENTS

Attitude Toward Authority: (Managing Activities)

Your unconventional, individualistic thinking can lead you to covertly or overtly challenge authority. You tend to insist on being inventive and doing things your own way. Seek feedback from others or develop a reminder system to help you prevent your inventiveness from interfering with your ability to understand and value authority, structure and order.

Goal Directedness: (Making Things Happen)

You are currently in a transition period with respect to your inner goals and ideals which guide your actions. Seek feedback from others to find out why you are feeling uncertain about the future, to help you decide what you want to accomplish and to guide you in deciding what you are willing to commit your energies toward the future.

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.

Manager Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Keen Intuitive Insight and Common Sense Ability

Intuitive insight and intuitive feelings provide a powerful and reliable source for problem solving. Our research has shown that entrepreneurs, artists, salespeople and crisis problem solvers have strong intuitive ability as a common strength. Intuitive insight is a legitimate source of thinking. In many circles, this talent is treated as a source of emotion rather than thinking and logic. We measure intuitive insight as the ability to readily identify a problem, a potential solution, a direction which is fruitful or any person, thing, situation or idea in its total meaning.

You have excellent intuitive insight and practical, common sense ability. Your intuitive ability gives you knowledge that is accurate and reliable which can immediately identify when something is wrong and when a decision is the right decision. Your common sense ability helps you immediately size up a situation, know what the problem is, generate alternatives for solutions which are practical and workable, and know what to do to make the solution work.

Practical Problem Solving Ability

Practical problem solving ability (common sense thinking) measures the ability (1) to rely on practical, common sense thinking for identifying and solving problems, (2) to readily see crucial issues in complex, difficult and confusing situations, and (3) to see how to respond with good 'street sense' to attain practical results.

You have excellent practical, common sense ability. This key strength helps you see what is important and needs immediate attention, to identify problems and practical common sense ways for solving them and to see flaws in things and situations. Our research indicates that many individuals have this talent but either do not recognize it or do not rely on it. As a result, this strength may be a surprise to you and may not be recognized by you or by others who know you. The talent is yours, however, and is available for you to recognize and develop.

Manager Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Outstanding Insight Into Others

The ability to be sensitive to the unique worth of others is a powerful talent which connects directly to what is most valuable in our universe. You are very fortunate to have this talent. You are a keenly perceptive individual with an outstanding capacity to see and appreciate the unique individuality of others. You also have the ability to be attentive to the needs and interests of others, to be concerned about others, and to be able to understand the motives and intentions of others. You may tend, however, to be selectively optimistic opening up more readily to those who meet your ideas and expectations.

You have a strong sense of respect for the uniqueness, worth and individuality of each person. You are likely to rely on intuitive insights and hunches about others in your decisions and to emphasize your commitments and obligations to others. You have the ability to readily see and understand another person's point of view, to identify crucial issues and constructive alternatives.

Innovative, Inventive Practical Thinking

Your individualistic, unconventional practical thinking ability gives you the capacity to create ways of seeing and doing things which others are likely to overlook because they think in more habitual ways. You can readily identify crucial issues and generate ways of solving problems which are innovative and practical. Your individualism can lead you to spend too much time and energy trying to challenge existing ways of doing things and to develop novel ideas and solutions to problems.

You have very strong intuitive insights and hunches about what is a fruitful direction. Your individualism can generate novel, creative solutions to problems but can also lead you to spend too much time and energy looking for new ideas and ways to solve problems. In any case, you will overtly or covertly seek to get things done in the way which you feel is most practical even when you must find ways around accepted practices.

Manager Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Inventive, Individualistic Analytical Thinking

You tend to be a highly innovative, individualistic thinker and planner who constantly looks for new ways to express ideas and to organize your thinking and your environment. You are likely to concentrate your time and energy developing innovative ideas and will tend to develop and maintain a level of spontaneity and individualism in your decisions and actions. You have the ability to identify problems and see potential solutions which others are likely to overlook or which are not always apparent on the surface.

Your talent for being inventive and creative gives you unique insights which can help identify and solve problems. Your novel thinking and individualism, however, can lead you to covertly or overtly get around existing ways of thinking. As a result, you may become impatient and frustrated when others cannot or will not see, appreciate and accept your ideas and ways of doing things. Moreover, you may spend too much time and energy trying to reinvent ideas and ways of doing things.

Self Direction and Self Determination

The basic questions for all time are enduring 'Who am I?', 'What am I?' and 'What ought I to be?'. These three questions sum up our quest to 'be'. We want to know that we have a purpose, that our lives have meaning. In fact, our research indicates that the strongest and most consistent motivating factor in all individuals is self direction and self purpose.

You are extremely fortunate to have a powerful combination of insight into inner ideals and a strong commitment to self direction, to the creation and fulfillment of your goals. This combination gives you the capacity to be very goal directed, capable of seeing goals and driving toward them with persistence. Your commitment to personal ideals gives you a sense of self excellence and perfection which can lead you to demand the best out of yourself and a strong moral code which instills a sense of responsibility for your conduct. Your persistence, however, can turn into insistence that your way is right regardless of circumstances.

Manager Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Social, Role Confidence

Our research identifies three key sources for motivation needs, wants and expectations. Expectations define our goals, our sense of meaning and purpose. Needs define our total inner self, including everything from fulfillment to ambition. Our wants focus on what we are doing, what satisfies us, what gives us a sense of enjoyment and makes us feel that we fit into society. Wants then define our social and role self, what we are, and bring to one point in time, what we think we ought to be and who we ultimately are.

You have a good understanding and appreciation of your social and role image. You have a keen understanding of what is required from you. You feel confident about your ability to perform which gives you a sense of personal contribution, competence and satisfaction, a sense of comfort and belonging in the world around you, and a strong need to be recognized for your achievement and effort. You have the ability to see and pay attention to opportunities for development, but you may expect more from your job or more from yourself than is possible.

Dynamic, Positive Self Attitude

Our research proves that all individuals have special talent and gifts which form the basis of their uniqueness and which can be developed and applied. Our experience also shows that most performance difficulties do not always occur because of lack of talent but from a lack of access to the talent. Many times individuals who succeed do not have the greatest talent. What these successful persons do have is the ability to utilize what talent they have. They believe that things can and will work out for them.

You are extremely fortunate to be one of those individuals who has a dynamic, positive overall attitude toward yourself. You genuinely believe that, regardless of the circumstances, you will be able to find a way out of your difficulties. You can see opportunities for development and ways to utilize your mistakes as learning experiences. You have the inner courage to keep trying even when things do not work out for you. The best is possible for you because you believe that the best is possible.

Manager Assessment
IDENTIFYING VALUE TALENT
BLOCKING VALUES
(Sources of Interference)

Perfectionistic Self Image and Expectations

Sometimes the strength which results from our focused attention and energy can become a blocking, restrictive force. We are all familiar with examples of persons of enormous talent in sports, academics, or politics who are highly successful in their work but have difficulty handling relationships, running their businesses or simply coping with normal problems. These individuals act as though they have blinders on seeing only what is in front of them.

Your commitment to personal goals and ideals which produces drive and persistence can potentially lead you to put blinders on and become too focused on what you think is right for you. As a result, you can become stubborn about what you must do turning persistence into insistence that your way is right regardless of circumstances. You tend to set goals which are challenging but are not rewarding leading you to either lose interest in them or not feel satisfied when you achieve them. Moreover, you may feel that you have no choice but to 'do what you have to do', leading to frustration and anxiety when things do not work out exactly as you expect.

Too Much Attention To Social, Role Image And Expectations

How well you perform in your role or job and how you are seen by others is extremely important to you. In fact, you tend to define your self worth through your social image and your job performance. Your concern about how well you are performing and about social recognition can act as a source of confidence and strength. You tend, however, to become too concerned about how other people see you, to place too much emphasis on status and social image, and to overestimate either how much fulfillment you can attain through your achievements or your ability to perform.

You tend to see and value yourself only through your role and through what others think or say about you. As a result, you are likely to be too sensitive to what others think or say. You tend to be overconfident about your ability to perform and are likely to overlook your potential for mistakes, to not see your mistakes and errors, and to be too quick to take on tasks before you have realistically evaluated what you can do.

Manager Assessment
IDENTIFYING VALUE TALENT
BLOCKING VALUES
(Sources of Interference)

Tendency To Be Too Optimistic About Others

You are a very compassionate, feeling person who shows concern and respect for the opinion of others. You tend, however, to shift from being too open and available, too trusting and too sensitive to others, to being cautiously discrete and skeptical of the intentions of others when they do not live up to your expectations. Your concern for and optimism about others can lead you to expect people to be better than they are or better than they can be. You may be disappointed when you feel that you give more to others than they give back to you.

Your concern for others may lead you to avoid conflicting or difficult subjects and situations, to delay stressful encounters until they become a crisis and to overlook flaws and inadequacies in others. When you trust someone, you make a total commitment to them. In return, you tend to expect the same total acceptance and commitment from others. In some cases, you may demand more from others than they can give or expect more from them than they are willing to give.

Individualistic, Potentially Reactive Thinking

The individualism and potentially creative, inventive thinking which operates as a key strength for you may interfere with your decision making. You may become so involved with problem solving and with immediate crisis situations that you develop a reactive, crisis way of thinking which leads to impatience with the details of planning and organizing activities. As a result, you may rely so heavily on your talent for seeing and solving problems that you do not take the time to think through all of the consequences of your decisions and actions.

Your strong sense of individualism can also lead you to challenge existing ways of thinking and doing things and to spend too much of your time and energy looking for novel, inventive ideas and ways of doing things. You tend to overtly or covertly question the authority of rules, norms, and institutions, especially if you see them as ineffective or in the way. Moreover, you tend to feel uncomfortable in rigidly controlled or structured environments and situations.

Manager Assessment
VALUE STRUCTURE OVERVIEW
WORLD

EMPATHY
(CRYSTAL CLEAR)

You are a keenly perceptive individual who has an outstanding capacity to objectively see and appreciate the unique individuality of others. You also have the ability to be attentive to the needs and interests of others; to be concerned about others; however, you tend to be selectively optimistic opening up more readily to those who meet your preset ideas and expectations.

PRACTICAL THINKING
(CRYSTAL CLEAR)

You are a very unconventional, non-conformist thinker who tends to see practical, concrete values in patterns which others, because of a more traditional way of thinking, are likely to miss. Your individualism, however, can generate cautiously discrete and skeptical attitudes, especially when things do not work out as planned.

SYSTEM JUDGMENT
(CRYSTAL CLEAR)

You are an individualist who will tend to overtly or covertly get things done in your own unique, creative and original way. Your individualism can generate an overly skeptical and cautious attitude which can lead to a 'chip on the shoulder' attitude when things do not work out as you expect. You may also become a reactive or retroactive thinker focusing on crises as they occur.

Manager Assessment
VALUE STRUCTURE OVERVIEW
SELF

SELF ESTEEM
(CLEAR)

You have a very good capacity for seeing and appreciating your inner self worth. You tend, however, to not give yourself as much credit as you should, potentially creating feelings of inner self doubt. You are likely to substitute your own idealistic and perfectionistic self expectations or the expectations of others for your own inner self values.

ROLE AWARENESS
(CLEAR)

You have a very good capacity to see and understand the importance of social/role image, of social status and recognition. You do, however, tend to pay too much attention to your social/role image and role responsibilities. As a result, you may overestimate either the importance of your social/role accomplishments and social image or potentially become overconfident, overestimating your ability to perform.

SELF DIRECTION
(CLEAR)

You are a very goal directed person who has the ability to realistically see and set your self goals. You also have the ability to be a persistent individual who is likely to stay on target once your direction is set. This sense of persistence, however, can turn into a stubborn insistence that your way is right regardless of current circumstances.

COMPOSITE ATTITUDE SURVEY

WORLD CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
EMPATHY (CRYSTAL CLEAR)			KEENLY PERCEPTIVE CAUTIOUSLY OPTIMISTIC INTUITIVE	
PRACTICAL JUDGMENT (UNCONVENTIONAL)	KEENLY PERCEPTIVE ORIGINAL CAUTIOUSLY PRAGMATIC			
SYSTEM JUDGMENT (UNCONVENTIONAL)		KEENLY PERCEPTIVE INDIVIDUALISTIC INVENTIVE INTEGRATIVE		

- **EMPATHY:** The ability to see and accept others as they are.
- **PRACTICAL JUDGMENT:** The ability to see and appreciate practical, functional, and material values.
- **SYSTEM JUDGMENT:** The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF CLARITY	INATTENTIVE TO THE CAPACITY	CAUTIOUS ABOUT THE CAPACITY	ATTENTIVE TO THE CAPACITY	OVERATTENTIVE TO THE CAPACITY
SELF ESTEEM (CLEAR)		INATTENTIVE TO INNER SELF WORTH FEELS DOUBTS AND QUESTIONS		
ROLE AWARENESS (CLEAR)			PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT	
SELF DIRECTION (CLEAR)			PERCEPTIVE PERFECTIONISTIC IDEALISTIC PERSISTENT INSISTENT	

- **SELF ESTEEM:** The ability to see and accept oneself as a unique and individual person.
- **ROLE AWARENESS:** The ability to see and appreciate one's role and/or social contribution.
- **SELF DIRECTION:** The ability to see where one ought to go and to feel a strong sense of persistence.

COMPOSITE ATTITUDE SURVEY

WORLD

DIMENSION	CLARITY	LEVEL OF ATTENTION	DESCRIPTION
EMPATHY	CRYSTAL CLEAR	ATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE CAUTIOUSLY OPTIMISTIC INTUITIVE
PRACTICAL JUDGMENT	UNCONVENTIONAL	INATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE ORIGINAL CAUTIOUSLY PRAGMATIC
SYSTEM JUDGMENT	UNCONVENTIONAL	CAUTIOUS ABOUT THE CAPACITY	KEENLY PERCEPTIVE INDIVIDUALISTIC INVENTIVE INTEGRATIVE

- **EMPATHY:** The ability to see and accept others as they are.
- **PRACTICAL JUDGMENT:** The ability to see and appreciate practical, functional, and material values.
- **SYSTEM JUDGMENT:** The ability to see and appreciate system, order, conceptual and analytical thinking and planning.

SELF

DIMENSION	CLARITY	LEVEL OF ATTENTION	DESCRIPTION
SELF ESTEEM	CLEAR	CAUTIOUS ABOUT THE CAPACITY	INATTENTIVE TO INNER SELF WORTH FEELS DOUBTS AND QUESTIONS
ROLE AWARENESS	CLEAR	ATTENTIVE TO THE CAPACITY	PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT
SELF DIRECTION	CLEAR	ATTENTIVE TO THE CAPACITY	PERCEPTIVE PERFECTIONISTIC IDEALISTIC PERSISTENT INSISTENT

- **SELF ESTEEM:** The ability to see and accept oneself as a unique and individual person.
- **ROLE AWARENESS:** The ability to see and appreciate one's role and/or social contribution.
- **SELF DIRECTION:** The ability to see where one ought to go and to feel a strong sense of persistence.