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management strategies that *work*

Executive Management Assessment

Prepared for:

Demo Demo

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Executive Management Assessment OVERVIEW GRAPH

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Deciding What Needs To Be Done	ü			
Developing A Strategy	ü			
Managing Activities		ü		
Planning & Organizing	ü			
Organizational Attitudes	ü			
Achievement Drive		ü		
Self Starting Ability			ü	
Stress Factors			ü	
Sources of Motivation			ü	
Relating With Others		ü		
Communicating With Others		ü		

Deciding What Needs To Be Done :

Identifies the issues that are relevant and need attention.

Managing Activities :

Measures the ability to see what is needed to get things done.

Organizational Attitudes :

Measures willingness to work with the organization to get things done.

Self Starting Ability :

Measures the ability to marshal energy to consistently get things done.

Sources of Motivation :

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Developing A Strategy :

Measures the ability to pay attention to, and plan for, long range issues.

Planning & Organizing :

Measures the ability to set goals, build plans, and translate them into action.

Achievement Drive :

Identifies the primary sources of drive which push an individual to act.

Stress Factors :

Identifies issues which generate anxiety and how one manages the anxiety.

Relating With Others :

Identifies issues and values that are important.

Measures the ability to see and appreciate others and deal with them on a daily basis.

Communicating With Others :

Measures the ability to listen and respond objectively and effectively.

Executive Management Assessment
DECIDING WHAT NEEDS TO BE DONE

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Intuitive Insight		ü		
Seeing The Big Picture	ü			
Common Sense Thinking			ü	
Long Term Goal Assessment	ü			

DECIDING WHAT NEEDS TO BE DONE:

These capacities measure the ability to decide what issues are relevant and need attention from an intuitive, practical, conceptual and analytical perspective.

Intuitive Insight :

The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.

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 Assessment

DEVELOPING A STRATEGY

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Proactive Thinking	ü			
Integrative Ability		ü		
Strategic Planning	ü			
Realistic System Management		ü		

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 Assessment
MANAGING ACTIVITIES

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Evaluating What To Do			ü	
Attention To Concrete Detail			ü	
Logistical Planning		ü		
Personnel Assessment	ü			
Developing Procedures		ü		

MANAGING ACTIVITIES:

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

Evaluating What 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 Assessment PLANNING AND ORGANIZING

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Realistic Goal Setting	ü			
Short Range Planning		ü		
Long Range Planning	ü			
Concrete Organization		ü		
Conceptual Organization	ü			
Attention To Planning	ü			

PLANNING AND ORGANIZING:

These capacities identify the short range and long range needs and implications of a situation, to set goals which are realistic and to develop plans of action which attain these goals in an effective and efficient manner.

Realistic Goal Setting :

The ability to set goals which are within the boundary of available resources and which can be achieved within the projected time.

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 Assessment
ORGANIZATIONAL ATTITUDES

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Meeting Standards	ü			
Doing Things Right	ü			
Respect For Procedures			ü	
Attitude Toward Authority	ü			
Meeting Deadlines			ü	

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 Assessment
ACHIEVEMENT DRIVE

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Goal Directedness	ü			
Results Oriented				ü
Need To Achieve	ü			
Social Recognition				ü
Self Attitude	ü			
Ambition			ü	

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 Assessment
SELF STARTING ABILITY

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

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 Assessment STRESS FACTORS

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Self Sufficiency			ü	
Role Satisfaction				ü
Goal Achievement				ü
Flexibility	ü			
Handling Despair				ü
Attitude Index		ü		
Health Tension Index		ü		

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 Assessment

SOURCES OF MOTIVATION

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Service	ü			
Money, Material Things				ü
Status, Recognition				ü
Personal Development			ü	
Sense Of Mission		ü		
Sense Of Belonging		ü		

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 Assessment
RELATING WITH OTHERS

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Attitude Toward Others	ü			
Prejudice/Bias Index	ü			
Insight Into Others	ü			
Patience With Others	ü			
Sensitivity To Others			ü	

RELATING WITH OTHERS:

These capacities measure the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.

Attitude Toward Others :

This component measures the ability to be positive, objective and tolerant in interactions with others.

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 Assessment
COMMUNICATING WITH OTHERS

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Listening To Others	ü			
Evaluating What Is Said		ü		
Developing A Response			ü	
Talking At The Right Time		ü		
Understanding Attitudes		ü		

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.

Executive Management Assessment

PRIORITIZED STRENGTHS

(1-4)

(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)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.

(3)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.

(4)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.

Executive Management Assessment
PRIORITIZED STRENGTHS
(5-8)

(5)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.

(6)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.

(7)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.

(8)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.

Executive Management Assessment

PRIORITIZED STRENGTHS

(9-12)

(9)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.

(10)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.

(11)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.

(12)Attention To Planning: (Planning and Organizing)

A combination of attentiveness to structured, analytical thinking and planning and an innovative, unconventional attitude to system and structure will generate the ability and willingness to pay attention to planning and an innovative, novel approach to creating plans, strategies and objectives.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

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.

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.

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.

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.

Executive Management Assessment

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 which reflect the ideas, ideals, and principles that are important to you.

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.

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)

A combination of attentiveness to structured, analytical thinking and planning and an innovative, unconventional attitude to system and structure will generate the ability and willingness to pay attention to planning and an innovative, novel approach to creating plans, strategies and objectives.

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.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

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.

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.

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.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

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.

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.

Executive Management Assessment **PRIMARY STRENGTH COMMENTS**

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.

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.

Executive Management Assessment

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 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.

Integrative Ability: (Developing A Strategy)

You have a good capacity for identifying what the crucial issues in complex and confusing situations and how these issues are integrated into the overall perspective of the problem situation. You know what is important and needs attention, can see the heart of the problem and can identify alternatives for resolving the problem in an effective manner.

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.

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.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

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.

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.

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.

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.

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.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

Health Tension Index: (Stress Factors)

You have a unique combination of clear personal identity and an excellent sense of balance in your life which gives you the ability to see and accept not only your personal successes but also the successes and mistakes which happen in the world. You have a realistic, optimistic belief that things will work for the best.

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.

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.

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.

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.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

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.

Executive Management Assessment

PRIORITIZED DEVELOPMENT

(1-4)

(1)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.

(2)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.

(3)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.

(4)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.

Executive Management Assessment

PRIORITIZED DEVELOPMENT

(5-8)

(5)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.

(6)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.

(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)Results Oriented: (Drive Centers)

Your unconventional, individualistic and inventive common sense, practical thinking can cause you to be inconsistently driven by the need to create results. Develop a checklist or reminder system to help you identify those occasions when the skepticism and cautious attitudes which can result from your inventiveness are interfering with your ability to act.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

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

You need to develop a more balanced view of practical, common sense thinking such that you do not feel the need to reinvent things and see them from a different perspective. Seek feedback to make certain that you are paying attention to crucial issues.

Evaluating What Needs To Be Done: (Managing Activities)

Your thinking can become clouded either by excess attention or by the lack of attention to people, results or structure. As a result, your ability to evaluate and decide what needs to be done can be restricted. Seek feedback to assess alternatives for action to make certain that you are seeing things from all perspectives.

Attention To Concrete Detail: (Managing Activities)

Your compulsion for seeing things in an unconventional and possibly creative manner can cause you to overlook concrete detail. Build a reminder system to help maintain a sense of balance in your thinking. Seek feedback from others to check your strong compulsion to be inventive.

Attention To Policies And Procedures: (Organizational Attitudes)

Your perfectionistic need for order and structure can lead you to dogmatically insist on obeying rules, policies and procedures to the letter of the law and without exception. Make certain that your zeal for conformity does not interfere with common sense and the natural flow of circumstances which are not always predictable.

Meeting Schedules And Deadlines: (Organizational Attitudes)

You have a strong sense of perfection and idealism that can lead you to have very perfectionistic and insistent attitudes toward schedules and time tables. Rely on common sense to keep an open, flexible attitude toward getting things done on time.

Executive Management Assessment

SECONDARY DEVELOPMENT COMMENTS

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.

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.

Developing A Response: (Communicating With Others)

Your strong sense of compassion and concern for others can cause you to be subjective in your judgments, be too concerned about meeting the needs and interests of others, and to expect more out others than they can give. Rely on your common sense to develop techniques to remind you that you are being too trusting and sympathetic.

Executive Management Assessment

PRIMARY DEVELOPMENT COMMENTS

Results Oriented: (Drive Centers)

Your unconventional, individualistic and inventive common sense, practical thinking can cause you to be inconsistently driven by the need to create results. Develop a checklist or reminder system to help you identify those occasions when the skepticism and cautious attitudes which can result from your inventiveness are interfering with your ability to act.

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.

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)

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.

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.

Executive Management Assessment

PRIMARY DEVELOPMENT COMMENTS

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.

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.

Money, Material Things: (Motivators)

Your unconventional, individualistic practical thinking can lead you to inconsistent attitudes toward money and material things. You tend to shift from valuing money as an important motivator to discounting the importance of money and material things. Develop a system of checks and balances to help maintain a positive attitude toward money.

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.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Intuitive Insight

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 or a direction which is fruitful, and as the ability to see a person, thing, situation or idea in its total meaning.

You have very good intuitive insight. Your intuitive ability gives you knowledge that is accurate and reliable which can immediately identify when something is wrong, when someone can be trusted, when a decision is the right decision and when the direction in which you are heading is your best and most fruitful path.

Keen 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 have an excellent ability to readily identify the needs and interests of others. You have a genuine gift for helping people to see what makes them unique and special. You are sensitive to the needs and issues of others and to the protection of the individuality and freedom of others.

You are likely to be optimistic about, concerned about and open and available to others. You are a very compassionate, feeling person who has concern and respect for the opinion of others. You do tend to become too personally involved with others and to be too sensitive about how your actions will affect others. When you trust others, you are likely to give yourself totally to them and may be disappointed when they do not return the same trust, interest and commitment to you.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

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.

Excellent Conceptual, Analytical Thinking Ability

Each morning when we get up, we believe that the sun will be in the sky and that the air we breathe will be available to us. This faith or belief factor gives meaning to our experiences. Meaning brings order to our experiences, gives us names and labels which we can use on a common basis, helps us anticipate where we will go, reinforces our beliefs and helps us form habits such that we do not have to experience each experience as totally new.

You have an excellent ability for seeing and appreciating the need for order, structure and conceptual meaning. You have a keen appreciation of ideas, plans and strategies. You will likely pay attention to keeping things consistent, doing things right, focusing on clear, orderly thinking and being concerned about the results and consequences of your thinking. You understand the importance of rules, norms and authority for helping us feel secure. You may become too concerned about keeping things in order and, as a result, may feel frustrated when things do not work out as you expect.

Executive Management Assessment

IDENTIFYING VALUE TALENT

BUILDING VALUES

(Sources of Flow)

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.

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.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BUILDING VALUES
(Sources of Flow)

Attention To The Worth of 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 sensitive to the needs and issues of others and to the protection of the individuality and freedom of others. You are likely to shift from (1) being open and available to others, trusting of others and attentive to the positive potential of others to (2) becoming cautiously discrete and suspecting of others when things do not work out as you expect or when you suspect the intentions of others. You can become unrealistically optimistic about others, expecting them to be better than they can be.

You emphasize the importance of allowing others to express their ideas with their own flavoring and of paying attention to the effect of your response on others. Your concern for others may lead you to avoid conflicting or difficult subjects and situations and to spend too much time and energy trying to satisfy others.

Creative, Individualistic Problem Solving Ability

Problem solving is typically seen as a three stage process recognizing what the problem is, identifying alternatives for solving the problem and developing potential solutions. Within the boundaries of these problem solving stages, there are three general types of problems or issues problems which deal with individuals, practical, concrete problems, and problems which deal with thinking and planning for the consequences of decisions. Moreover, there are three corresponding types of problem solving skills intuitive insight, practical, common sense thinking, and conceptual, analytical thinking and planning.

You have a powerful combination of gifts for problem solving. You are a highly creative, innovative thinker and problem solver. You have the ability to have insight into problems which others are likely to miss because they think more habitually. You will likely be an individualist who will covertly or overtly get things done regardless of circumstances. Your potential creativity can generate spontaneity and energy in your problem solving activities.

Executive Management Assessment **IDENTIFYING VALUE TALENT** **BLOCKING VALUES** **(Sources of Interference)**

A Need For Self Affirmation

One of the most consistent factors we have seen in over seventy percent of all individuals is a tendency to not give themselves enough credit. We have seen this factor in individuals who are top achievers as well as individuals who are not achieving any success in their careers. We call this factor a need for self affirmation, that is, a need to do something such that other people will affirm that you are worthy and have value.

You are currently experiencing this common need for self affirmation. As a result, you will tend to measure yourself against what you think you ought to be or against what others think you ought to be. You may feel frustrated and disappointed in yourself even when you are achieving success. Moreover, you tend to be too sensitive to what others think or say about you. Because you do have a good understanding of your inner self worth, the need for self affirmation will likely function as a motivating factor building a strong need to achieve recognition and attention to your worth.

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.

Executive Management Assessment
IDENTIFYING VALUE TALENT
BLOCKING VALUES
(Sources of Interference)

Social and Role Transition

We tend to spend so much of our time focusing on what we believe we have to do that we do not stop to ask ourselves whether what we are doing is best for us. As a result, there never seems to be enough time or the right opportunity for us to redefine our goals and ideals and to probe what we really want to do with our lives. You are currently experiencing a feeling of frustration and dissatisfaction about where you are and what you are doing which will lead you to ask questions about what is best for you, what you really want to do with your life, and what are you willing to consistently commit your time and energy to accomplish.

The uncertainty about what is best in your current situation can generate a sense of caution or hesitancy about pushing ahead until you are certain which steps are best, a sense of doubt about whether your current situation will allow you to perform to your potential or whether you can measure up to what you believe is your best, and a restless, dissatisfied feeling which can lead you to overlook opportunities for development in your current environment.

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.

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
WORLD

EMPATHY
(CRYSTAL CLEAR)

You are a keenly perceptive individual who has an excellent capacity for seeing and appreciating the inner worth and individuality of others. You are optimistic and concerned about others but may tend to become too personally involved with others, to become too sensitive about what others think or say. You tend to open more readily to those who meet your idealistic and preset ideas and expectations.

PRACTICAL THINKING
(UNCONVENTIONAL)

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. You tend to be somewhat skeptical and hesitant in your thinking about practical matters and can develop a 'chip on the shoulder' attitude when things do not work out as planned.

SYSTEM JUDGMENT
(CRYSTAL CLEAR)

You are a perfectionist who has strong expectations that things be done right. You are a structured, analytical thinker and planner focusing on organizing things into a preset plan. You are an integrative thinker and planner who has an excellent ability to see how things fit together into a total picture and are a proactive thinker and planner who likes to plan ahead.

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
SELF

SELF ESTEEM
(CLEAR)

You have the ability to understand your inner self worth but you are currently depreciating your own inner worth. You do not give yourself as much credit as you should measuring yourself either against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you will tend to blow up your imperfections and become sensitive to what others think or say about you.

ROLE AWARENESS
(VISIBLE)

You have the ability to understand your social/role image but are currently in social/role transition feeling doubts and uncertainty either about your ability to perform to potential or about your social/role image. As a result, you are likely to feel frustration and dissatisfaction in your current situation. Your actions and decisions are likely to be inconsistent shifting from uncertainty to a feeling of confidence.

SELF DIRECTION
(CLEAR)

You are an extremely goal directed person who has a strong sense of commitment to inner ideals and principles, to what you think is right. You are a very persistent person who is likely to remain on target regardless of circumstances; however, this persistence can turn into insistence that your way is right regardless of circumstances and into a compulsive need to push ahead.

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 PRESET
PRACTICAL JUDGMENT (UNCONVENTIONAL)	INDIVIDUALISTIC ORIGINAL INVENTIVE SKEPTICAL PRAGMATIC			
SYSTEM JUDGMENT (CRYSTAL CLEAR)			KEENLY PERCEPTIVE IDEALISTIC PROACTIVE INTERACTIVE	

- **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 TOO DEMANDING ON AND CRITICAL OF THEMSELVES			
ROLE AWARENESS (VISIBLE)	SOCIAL/ROLE TRANSITION QUESTIONING DISSATISFIED INCONSISTENT			
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	OVERATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE CAUTIOUSLY OPTIMISTIC PRESET
PRACTICAL JUDGMENT	UNCONVENTIONAL	INATTENTIVE TO THE CAPACITY	INDIVIDUALISTIC ORIGINAL INVENTIVE SKEPTICAL PRAGMATIC
SYSTEM JUDGMENT	CRYSTAL CLEAR	ATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE IDEALISTIC PROACTIVE INTERACTIVE

- **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	INATTENTIVE TO THE CAPACITY	INATTENTIVE TO INNER SELF TOO DEMANDING ON AND CRITICAL OF THEMSELVES
ROLE AWARENESS	VISIBLE	INATTENTIVE TO THE CAPACITY	SOCIAL/ROLE TRANSITION QUESTIONING DISSATISFIED INCONSISTENT
SELF DIRECTION	CLEAR	OVERATTENTIVE 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.