

# Thinking Pattern Reports

Executive Management Synopsis

Prepared for

## Demo Sample

Thinking is the doorway

  
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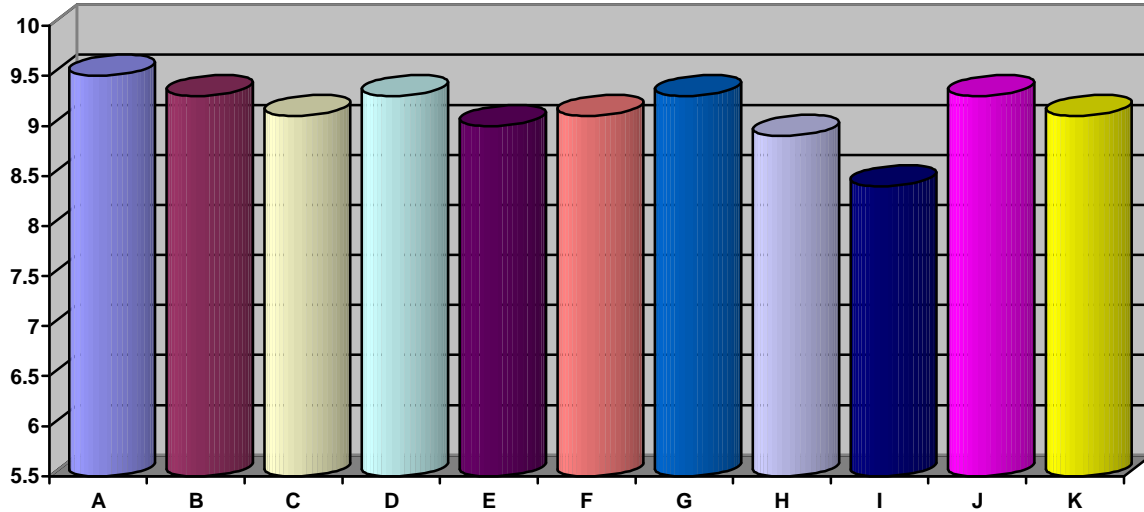
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## Executive Management Synopsis

### OVERVIEW GRAPH



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

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

**Executive Management Synopsis**  
**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 Synopsis**  
**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 Synopsis**  
**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.

**Logistical Planning:**

The ability to accurately see and understand what is needed to carry out objectives and meet the demands of situations.

**Developing Procedures:**

The ability to translate what needs to be done into effective and efficient procedures.

**Attention To Concrete Detail:**

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

**Executive Management Synopsis**  
**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 Synopsis**

### **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 Synopsis**

### **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 Synopsis**  
**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 Synopsis**

### **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 Synopsis**  
**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 Synopsis**  
**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 Synopsis**  
**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.

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**Executive Management Synopsis**  
**PRIORITIZED STRENGTHS**  
**(1-4)**

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

You have a good capacity for identifying 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.

**(2)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.

**(3)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.

**(4)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.

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

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

Your individualism can generate a strong need to do things in your own way and 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.

**(6) 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.

**(7) 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.

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

You have the ability to see all perspectives in a balanced manner that helps you see and understand practical issues and ways of doing things as well as what is needed for maintaining structure, order and consistency in the environment. This combined ability gives you an understanding of what is needed for both effectiveness and efficiency.

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

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**(9)Social Recognition: (Motivators)**

You see and accept the importance of status, social image and social/role accomplishments. Moreover, you are willing to commit your energies more readily to activities that will result in social recognition and reward as well as personal recognition in your current role situation.

**(10)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.

**(11)Role Satisfaction: (Self Starting Ability)**

You are confident that what you are doing not only is what is best for you but also that your social/role accomplishments will serve a useful function for yourself and for society. This confidence and feeling of personal competence will build an urgency to get things done and to push ahead with energy and commitment.

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

You value social status and social/role recognition as an extremely important measure of your own self worth. As a result the need for attaining social status, for accomplishing tasks which have high social image and for attaining of social power and position will act as strong drive centers.



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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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#### **Seeing The Big Picture: (Deciding What Needs To Be Done)**

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

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

You have a good capacity for identifying 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 the ability to see all perspectives in a balanced manner that helps you see and understand practical issues and ways of doing things as well as what is needed for maintaining structure, order and consistency in the environment. This combined ability gives you an understanding of what is needed for both effectiveness and efficiency.

#### **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.

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## **Executive Management Synopsis**

### **PRIMARY STRENGTH COMMENTS**

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

Your individualism can generate a strong need to do things in your own way and 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.

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

You value social status and social/role recognition as an extremely important measure of your own self worth. As a result the need for attaining social status, for accomplishing tasks which have high social image and for attaining of social power and position will act as strong drive centers.

#### **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.

#### **Role Satisfaction: (Self Starting Ability)**

You are confident that what you are doing not only is what is best for you but also that your social/role accomplishments will serve a useful function for yourself and for society. This confidence and feeling of personal competence will build an urgency to get things done and to push ahead with energy and commitment.

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

You have the ability to maintain an extremely positive and optimistic overall personal attitude which builds an expectation that the best can and will happen to you. As a result of your optimism, you have the ability to deal with personal setbacks, misfortunes and mistakes as opportunities for development rather than as failures.

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

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

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

### **Social Recognition: (Motivators)**

You see and accept the importance of status, social image and social/role accomplishments. Moreover, you are willing to commit your energies more readily to activities that will result in social recognition and reward as well as personal recognition in your current role situation.

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

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

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

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

You have a well developed ability to see and understand how to get things done in a practical, common sense way and understand what is important and needs immediate attention. You may not, however, always rely on or utilize this capacity, making this ability a source of potentially untapped strength.

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

You have the ability to see and understand how to set goals that will accomplish your long range strategies. You also have the ability to see the consequences of goals and plans. However, you may not always rely on this capacity or spend the time and energy needed to utilize this ability to pay attention to long range thinking and issues.

### **Evaluating What Needs To Be Done: (Managing Activities)**

You have an excellent ability for sizing up situations and identifying problems especially in difficult or confusing situations and for generating constructive alternatives for resolving problems. This ability is a combination of practical, common sense thinking and conceptual, analytical thinking ability.

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

You have the ability to see and understand what is necessary to support plans, programs and strategies. However, the cautious manner in which you approach planning activities can lead you to delay such activities and the planned decisions and actions until you are certain that appropriate logistical support is available.

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

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

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

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

You have the ability to see and understand what is necessary to translate practical, pragmatic issues into policies and procedures which will be clear and consistent and at the same time act as functional support for decisions and actions.

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

You have the ability to see and understand how to set goals which will reflect a direction which is both motivating and rewarding. However, the uncertainty you are currently experiencing about which direction is best for you can lead to delays in your decisions and actions.

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

Your strong sense of individualistic thinking combined with a cautious, skeptical attitude toward authority, structure and conformity can lead you to covertly or overtly challenge existing standards and spend your time and energy looking for innovative, novel norms and rules and developing a flexible attitude toward standards or working to get around them.

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

You have the ability to understand the need for doing things right but this capacity is combined with a strong sense of individualism which can lead you to covertly or overtly challenge existing ways of doing things and spend your time and energy looking for novel, unique ways of getting things done.

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

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

You have the ability to understand the importance of schedules and deadlines and the ability to build timetables that reflect your personal expectations as well as expectations and standards set in the world around you. However, you are uncertain about which direction or set of standards is best, and this may build an indecisiveness about when to act.

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

You are in transition with respect to inner goals and ideals which guide your actions and have a sense of skeptical disregard for outer goals and structure. Seek feedback to evaluate what you want to accomplish and what you are willing to commit your energies to accomplish.

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

You have the ability to see and understand how to utilize your inner self goals and ideals that define what you ought to be and which in turn form the core of your personal ambition to succeed. However, you are currently uncertain about which direction is best for you and may not fully utilize this drive center as a source for actions and decisions.

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

You have the ability to identify your personal goals and ideals which can act not only as a source of strength during difficult times but also as a source of energy and direction for pushing ahead. However, you are currently somewhat uncertain about which direction is best and this uncertainty may lead you to delay action.

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

You have the ability to see and understand what course of action is best for you. However, you are uncertain about which course of action is best for you. This combination of clarity about goals and uncertainty about when to act can lead you to shift from being inner directed, energetic and filled with an urgency to act to delaying your decisions and actions.

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

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### **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 indecisive about which direction is best for you. Your indecisiveness about the future can lead you to delay your decisions.

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

You have the ability to clearly identify your personal goals. Moreover, you have a strong sense of personal commitment to these goals and plans. As a result, you have the ability to stay on track and complete whatever you set out to do and be satisfied and fulfilled by your successes and undaunted or delayed by your failures and mistakes.

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

You have the ability to see and understand what is worth your personal commitment and energy. Moreover, you have a willingness to see and accept the mistakes that you make and to change directions when you are not attain the results which you desire.

### **Personal Development: (Motivators)**

You have a very clear sense of your own personal plan for development and a need for organizing this plan into strategies, plans, and personal goals that can be realistically achieved by you. As a result, you are likely to be highly motivated by actions and activities that will give you an opportunity to attain these goals and plans.

### **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.

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## **Executive Management Synopsis**

### **SECONDARY STRENGTH COMMENTS**

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

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

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

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

#### **Patience With People: (Relating With Others)**

You have the ability and the willingness to be open and available to the needs and interests of others to be accepting of their viewpoints. As a result, you are likely to be more patient with them when they need attention to issues which are not of concern to you or when they express viewpoints contrary to your own.

#### **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.

#### **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.



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

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**Developing A Good Response: (Communicating With Others)**

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

**Talking At The Right Time: (Communicating With Others)**

You have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make your point. As a result, you are likely to readily see what the crucial issues are and direct your attention to responding to those issues.

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

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

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## **Executive Management Synopsis**

### **PRIORITIZED DEVELOPMENT**

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

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#### **(1)Sense Of Mission: (Motivators)**

You are currently in transition about what course of action is best for you and as a result may or may not be currently motivated by a sense of mission and purpose. Seek feedback either on an individual basis or in a workshop on self development to decide what priorities and goals will give you a chance for fulfillment as well as be challenging to you.

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

You currently do not see or value yourself as well as you do the world around you. As a result, you are subject to anxiety and stress effects. Seek feedback to identify development steps to reduce this stress and spend time and energy doing things you like to do, which can help to relieve the anxiety and stress symptoms.

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

You have a cautious, skeptical attitude toward practical thinking which can cause you to be hesitant about deciding or acting. As a result of this skepticism, you may not feel an urgency to act based on a need for creating a practical result. Develop a strategy for making decisions that will help you identify when immediate action is needed.

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

You tend not to give yourself enough credit, to blow up your imperfections and to build self fulfilling hypotheses which can lead to either a fear of success or a fear of failure. Spend time with people who make you feel good and help you see and appreciate your past successes and your present opportunities.

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

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**(5)Role Frustration: (Stress Factors)**

You are currently either expecting more out of yourself in your role than you can give or more satisfaction and recognition from role accomplishments than you can achieve. In either case, you will feel anxiety, frustration and despair. Seek feedback to realistically evaluate what you can do, what you want to do and what you are willing to do.

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

Your lack of attention to practical thinking and results can lead you to discount the importance of money and material things. Examine your attitude about the value of money and material things and check to see whether you are missing opportunities for development and success because of your lack of attention to money.

**(7)Sense Of Belonging: (Motivators)**

You tend to self depreciate and not give yourself enough credit to the point that you are susceptible to a fear of not living up to your own expectations or to the expectations of others. Seek feedback from others to boost your self worth and enroll in a workshop on self development which will help you develop positive and realistic self attitudes.

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

You tend to be naturally skeptical about the value of spending time and energy on long range planning. You should attend a workshop that teaches you the value of long range planning and provides techniques for developing realistic and workable plans.

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## ***Executive Management Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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

You tend to become so involved with what you are doing at the present moment that you do not see or pay attention to the consequences of your decisions and actions. Build a reminder system to act as a check to help you examine the consequences of your thinking. Seek feedback and help from others to pay attention to the direction of your thinking and planning.

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

Your cautious, skeptical thinking which helps you examine all possible things which can go wrong can lead you to overlook the need for long range thinking. Develop a system of checks and balances to make certain that you are balanced in your thinking and that you pay attention to long as well as short range issues.

### **Attention To Concrete Detail: (Managing Activities)**

You may not always see what is happening around you and as a result you can overlook concrete detail. Utilize other people to help keep a sense of balance in your decisions. Build a checklist which will help you analyze your priorities for your actions prior to making a decision.

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

You tend to be naturally skeptical about the value of spending time and energy on long range planning. You should attend a workshop that teaches you the value of long range planning and provides techniques for developing realistic and workable plans.

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

Your naturally cautious, skeptical thinking, which helps you see what is wrong, can also cause you to discount the need for planning and organizing. Attend a workshop that teaches you the value of planning and provides techniques for building planning habits.

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## ***Executive Management Synopsis***

### **SECONDARY DEVELOPMENT COMMENTS**

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

Your individualistic need to challenge existing rules, standards and expectations will likely lead you to disregard policies and procedures that do not meet your needs. Make certain that your natural need for challenging and rebelling does not interfere with what common sense and the rule of law dictate.

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

Your strong individualism will lead you to covertly or overtly disregard existing authority. You feel the need to challenge authority simply for the sake of doing so. Seek feedback to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

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

You have a cautious, skeptical attitude toward practical thinking which can cause you to be hesitant about deciding or acting. As a result of this skepticism, you may not feel an urgency to act based on a need for creating a practical result. Develop a strategy for making decisions that will help you identify when immediate action is needed.

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

You tend not to give yourself enough credit, to blow up your imperfections and to build self fulfilling hypotheses which can lead to either a fear of success or a fear of failure. Spend time with people who make you feel good and help you see and appreciate your past successes and your present opportunities.

#### **Self Sufficiency: (Stress Factors)**

You are currently depreciating your own inner worth leading you to not give yourself enough credit and to be too hard on yourself. As a result, you are likely to feel frustration, anxiety and despair when you do not live up to expectations. Spend time with people who make you feel good and doing things which are fulfilling and enjoyable.

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## ***Executive Management Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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### **Role Frustration: (Stress Factors)**

You are currently either expecting more out of yourself in your role than you can give or more satisfaction and recognition from role accomplishments than you can achieve. In either case, you will feel anxiety, frustration and despair. Seek feedback to realistically evaluate what you can do, what you want to do and what you are willing to do.

### **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 lack of attention to practical thinking and results can lead you to discount the importance of money and material things. Examine your attitude about the value of money and material things and check to see whether you are missing opportunities for development and success because of your lack of attention to money.

### **Sense Of Belonging: (Motivators)**

You tend to self depreciate and not give yourself enough credit to the point that you are susceptible to a fear of not living up to your own expectations or to the expectations of others. Seek feedback from others to boost your self worth and enroll in a workshop on self development which will help you develop positive and realistic self attitudes.

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

Because of the focused nature of your thinking, you may have difficulty correctly interpreting what others are saying. You will tend to be either unrealistically optimistic or skeptical and biased. Seek feedback from others or from an objective measuring standard to test the balance and objectivity in your thinking about others.

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

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

You currently do not see or value yourself as well as you do the world around you. As a result, you are subject to anxiety and stress effects. Seek feedback to identify development steps to reduce this stress and spend time and energy doing things you like to do, which can help to relieve the anxiety and stress symptoms.

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

You are currently in transition about what course of action is best for you and as a result may or may not be currently motivated by a sense of mission and purpose. Seek feedback either on an individual basis or in a workshop on self development to decide what priorities and goals will give you a chance for fulfillment as well as be challenging to you.