

Spann & Associates

Executive Management Assessment

Prepared for:

Demo Sample

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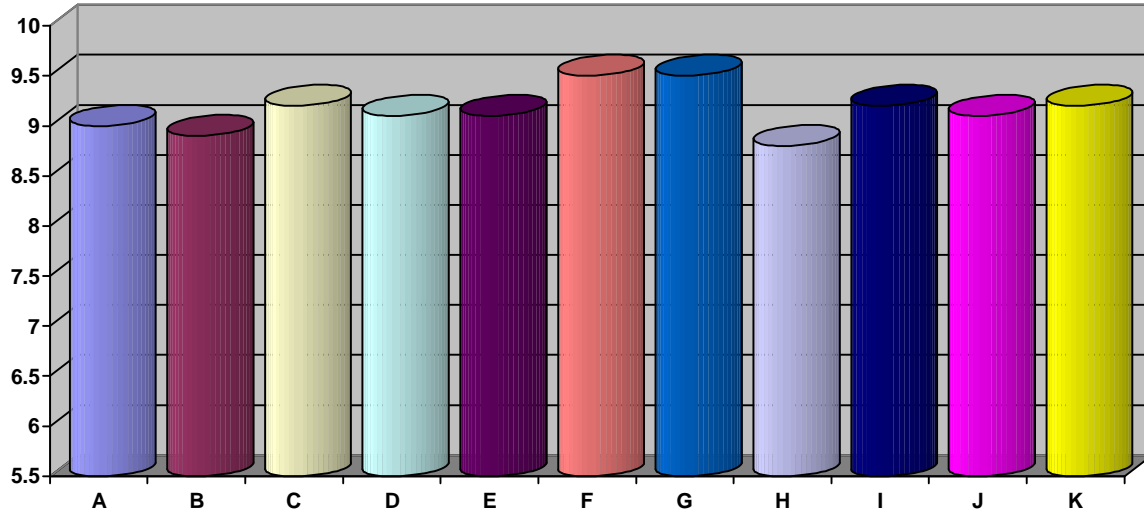
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Executive Management Assessment

OVERVIEW GRAPH



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

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

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 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)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.

(2)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.

(3)Money, Material Things: (Motivators)

You not only have the ability to see and understand the importance of money and material things, but you are also willing to spend time and energy in activities that will generate concrete results. As a result, you are likely to be highly motivated by opportunities to make money or accumulate material things and wealth in general.

(4)Results Oriented: (Drive Centers)

You have a strong need to create practical, pragmatic results. This need combined with your overall practical problem solving ability and attentiveness to practical, pragmatic values generates a strong drive center which will propel you toward your immediate circumstances.

Executive Management Assessment
PRIORITIZED STRENGTHS
(5-8)

(5) Initiative: (Self Starting Ability)

You not only have the ability to see and understand what type of social/role image and role will give your life meaning and purpose but you have a sense of confidence that your commitment to these social/role expectations is right for you. This combination of commitment and confidence to what you are doing provides a strong urgency to act.

(6) 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.

(7) 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.

(8) Consistency: (Self Starting Ability)

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

Executive Management Assessment
PRIORITIZED STRENGTHS
(9-12)

(9)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.

(10)Ambition: (Drive Centers)

You have developed a very strong sense of commitment to an idealistic, perfectionistic self image. This builds expectations and standards for your action that can propel you through even the most difficult situations and can give your actions and decisions a guiding sense of mission and purpose.

(11)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.

(12)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.

Executive Management Assessment

PRIMARY STRENGTH COMMENTS

Attention To Concrete Detail: (Managing Activities)

Your perfectionistic drive and analytical thinking ability as well as your strong concentration on doing things right will likely build a compulsion for focusing on concrete, practical situations until you are able to translate your expectations into decisions and actions.

Results Oriented: (Drive Centers)

You have a strong need to create practical, pragmatic results. This need combined with your overall practical problem solving ability and attentiveness to practical, pragmatic values generates a strong drive center which will propel you toward your immediate circumstances.

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.

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.

Ambition: (Drive Centers)

You have developed a very strong sense of commitment to an idealistic, perfectionistic self image. This builds expectations and standards for your action that can propel you through even the most difficult situations and can give your actions and decisions a guiding sense of mission and purpose.

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.

Consistency: (Self Starting Ability)

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

Initiative: (Self Starting Ability)

You not only have the ability to see and understand what type of social/role image and role will give your life meaning and purpose but you have a sense of confidence that your commitment to these social/role expectations is right for you. This combination of commitment and confidence to what you are doing provides a strong urgency to act.

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.

Executive Management Assessment
PRIMARY STRENGTH COMMENTS

Money, Material Things: (Motivators)

You not only have the ability to see and understand the importance of money and material things, but you are also willing to spend time and energy in activities that will generate concrete results. As a result, you are likely to be highly motivated by opportunities to make money or accumulate material things and wealth in general.

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.

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.

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.

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)

Your concentration on the 'now' and the immediate needs of a situation will tend to generate a strong capacity for making certain that what is needed to complete plans, programs and strategies will be accurately anticipated and provided.

Executive Management Assessment **SECONDARY STRENGTH COMMENTS**

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)

Your attention on practical, pragmatic thinking will ensure that the translation of practical issues into policy and procedure will be accomplished in a concrete, functional manner. Your primary focus will be on making certain that policies enhance action and decisions.

Realistic Goal Setting: (Planning and Organizing)

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

Short Range Planning: (Planning and Organizing)

You are a practical, pragmatic planner. You have the ability and the commitment to translate the immediate needs of your situation into a concrete, action oriented plan designed to accomplish immediate results.

Concrete Organization: (Planning and Organizing)

You have the ability to understand the value of organizing and planning your environment and this ability combined with your practical, results oriented thinking and problem solving will build a very good capacity for organizing things in an effective, functional manner.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

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.

Attention To Planning: (Planning and Organizing)

You have the ability to understand the need for planning and organizing and a well developed capacity for conceptual, analytical thinking. This ability is couched, however, within an extremely pragmatic, 'now' oriented approach to problems which may lead you to prefer doing over thinking and planning.

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.

Attention To Policies And Procedures: (Organizational Attitudes)

Your strong sense of individualism builds a compulsion to maintain respect for the individuality and rights of others and for insisting on organizational responsibilities and commitments. You have a knack for finding ways of taking care of issues even when they do not fit the existing regulations or policies.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

Meeting Schedules And Deadlines: (Organizational Attitudes)

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

Goal Directedness: (Drive Centers)

Your strong sense of inner perfection can lead you to set goals which are extremely challenging. However, you tend to either set your goals too high and are unable to achieve them or set goals that are not fulfilling or satisfying and lose interest. Build short term goals based on your past successes.

Role Frustration: (Stress Factors)

You not only have a clear sense of social/role image and function which defines your social and personal sense of responsibility, but also have a strong sense of personal confidence and competence. This social/role confidence can act to deflect any stresses and anxieties you may be currently experiencing.

Flexibility, Adaptability: (Stress Factors)

You have the ability to see and understand what is worth your personal commitment and energy. Moreover, you are willing to see and accept the mistakes that you make and to change directions when you do not attain the results you desire or when things do not work out.

Despair Index: (Stress Factors)

You have the ability to see what needs to be done in a clear and balanced manner. Moreover, you have a willingness to deal with things in an objective manner when they do not work out as you expect. As a result, you are likely to experience temporary anxiety and frustration from any setbacks which you encounter.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

Service: (Motivators)

You have the ability to see and understand the importance of identifying and satisfying the needs and interests of others. As a result you can realistically assess the value of committing your time and energy to activities which will meet the personal needs and concerns of others.

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.

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.

Prejudice/Bias Index: (Relating With Others)

You have the ability to see and understand the and individuality of others, to see and accept their viewpoints and perspectives, even when they differ from yours. However, your overall cautious attitudes can cause you to be more willing to accept others if they meet 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.

Executive Management Assessment

SECONDARY STRENGTH COMMENTS

Patience With People: (Relating With Others)

You have the ability to see and understand the unique needs and interests of others and their viewpoints, which may be different from your own and can potentially be opposed to your beliefs. This understanding can serve as the basis for a developing a sense of tolerance and patience with others.

Sensitivity To Others: (Relating With Others)

You have the ability to objectively assess not only the positive and negative potential of others but also the risk to you of becoming involved with them in personal, social and role relationships. You have the capacity to develop cautiously optimistic relationships without either becoming overly critical or too involved.

Listening To Others: (Communicating With Others)

You have the ability to see and understand viewpoints which are either uninteresting to you or are contrary to your own and you are likely to set as a priority developing a willingness to allow others to make their point. However, you are likely to readily critique viewpoints especially if they do not match your expectations and standards.

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.

Developing A Good Response: (Communicating With Others)

You have the ability to identify and understand the consequences of your responses on others and are likely to take this information into consideration when you are developing a response. Your responses are likely to be objective but cautious and critical especially in situations when you are dealing with opposing points of view.

Executive Management Assessment
SECONDARY STRENGTH COMMENTS

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 are a very results oriented, pragmatic person who is ready to size up what needs to be said and to respond immediately to those issues which you see as important.

Understands Other Attitudes: (Communicating With Others)

You have both the ability to see and understand the attitudes and viewpoints of others but you also have a willingness to spend the time and energy making certain that you have clearly understood what others are saying as well as making certain that you are maintaining an openness and concern in your actions and decisions.

Executive Management Assessment
PRIORITIZED DEVELOPMENT
(1-4)

(1)Health Tension Index: (Stress Factors)

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

(2)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.

(3)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.

(4)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.

Executive Management Assessment
PRIORITIZED DEVELOPMENT
(5-8)

(5)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.

(6)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.

(7)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.

(8)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.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

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

Remember that you tend to pay too much attention to the need for results, money and the value of material things. Learn to be more patient with people, less critical of others and to pay more attention to values other than practical, 'now' oriented and functional values.

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

You tend to not pay attention to the need for setting clear long range goals or to strategic thinking. Attend a workshop for developing techniques to evaluate the long term consequences of your actions and plans and practice these techniques until they become a habit.

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.

Realistic System Management: (Developing A Strategy)

Your natural sense of skepticism and cautious attitudes about how things ought to be organized and structured can cause you to pay too much attention to why things are not working and not enough attention to why they are working. Remember you are likely to overlook positive ways to organize and plan things.

Executive Management Assessment **SECONDARY DEVELOPMENT COMMENTS**

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.

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.

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.

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.

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.

Executive Management Assessment
SECONDARY DEVELOPMENT COMMENTS

Attitude Toward Others: (Relating With Others)

You tend to have an overly cautious, skeptical attitude toward others which can cause you be too critical and impatient when they do not measure up. Attend a workshop on developing personal relationships that will provide techniques for helping you pay more attention to the needs and interests of others.

Executive Management Assessment
PRIMARY DEVELOPMENT COMMENTS

Health Tension Index: (Stress Factors)

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

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.

Practical Problem Solving Ability

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

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

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

Keen Insight Into Others

You have a unique and powerful gift. You are a keenly perceptive individual who has an excellent capacity to see and appreciate the worth of others. You have the ability to see both the positive character potential and the potential character flaws in others. You have a genuine gift for identifying and valuing what makes each person unique and special. Moreover, you have the ability to evaluate and understand what is being said, to identify constructive alternatives, and to organize and plan an effective response. Your keen intuitive insight can guide you toward solutions to personal problems.

Your key strength is the ability to compare and evaluate crucial issues and to organize your thinking such that you are aware of what is needed to develop and maintain relationships. You may have difficulty trusting others when you cannot determine your risk. You may also have difficulty accepting others as they are. As a result, you may spend too much time and energy trying to determine the outcome of relationships.

Very Good Practical, Common Sense Thinking

We live our daily lives in a concrete world full of things, events, circumstances, problems, details. We mark time by the passage of events, the growth and deterioration of things, the importance of events and situations. We measure each other by our physical and material successes. Although we know that there is more to us than the physical, we are constantly aware of the need to live and survive in our concrete world.

You have a very good ability to be in touch with things and circumstances. You have the ability to see, understand and appreciate the functional, practical value of things, people, ideas and situations. You have the ability to function well in such activities as evaluating and analyzing, and for operational activities which involve doing, acting, and executing. You pay attention to your immediate circumstances and are sensitive to what needs to be done. Moreover, you are results, oriented focusing your time and energy on getting things done in a practical, common sense way.

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

Very Good 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 a very good ability for seeing and appreciating the need for order, structure and conceptual meaning. You have a keen appreciation for ideas, plans and strategies. You understand the importance of rules, norms and authority for helping us feel secure. You do tend, however, to be somewhat cautious and skeptical about rules, structured situations and 'black and white' thinking. You tend to be an individualist who will likely covertly or overtly challenge existing ways of thinking, rules, authority and norms for conduct, especially when you think they infringe on personal freedom.

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.

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

Social, Role Confidence

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

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

Dynamic, Positive Attitude Toward The World

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 occur not 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 the world around you. Regardless of the difficulties that come your way, you believe that things can and will work out. Your trust and optimism gives you a sense of comfort in difficult situations and provides you the ability to bounce back and deal with stress, mistakes and failures.

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

Too Much Attention To Social, Role Image And Expectations

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

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

Cautious, Selective Attitudes Toward Others

You have respect and concern for the worth and individuality of each person; however, this concern will be shown discretely and can be couched in critical advice, impatience, and suspicion of the intentions of others. You tend to be too quick to judge others when they do not measure up to your standards and expectations. You tend to have doubts and questions about the intentions of others and to spend too much time and energy on why things cannot or will not work out. You tend to overlook or discount the needs, interests and concerns of others, especially if they are different from your way of thinking and acting.

Your strong sense of individualism can cause you to stubbornly insist that your way is right potentially leading you to overlook the value of other perspectives, ideas, and opinions. You tend to be hesitant or cautious in close, personal relationships until you are certain of the risk. Your tendency to be too quick to give advice may lead you to be frustrated when others do not readily see, accept and value your thinking.

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

Individualistic, Potentially Reactive Thinking

The individualism and potentially inventive thinking which can function as a strength for you may interfere with your decision making. You can become so involved with immediate, crisis situations and with finding a way, covertly or overtly, to do things your own way that you develop a reactive, crisis way of thinking which leads to impatience, to frustration, and potentially to a 'chip on the shoulder' attitude things do not happen as you expect.

You can become so caught up with challenging existing ways of thinking and doing things that you do not take the time to think through all of the consequences of your decisions and actions. You tend to overtly or covertly question the authority of rules, norms and institutions, especially if you see them as ineffective or in the way. You will likely feel uncomfortable in rigidly controlled or structured environments and situations. Moreover, you tend to underestimate the need for taking the time to think and plan prior to making your decisions.

Inner Directed Focus In Your Thinking

Your ability to see and accept yourself is a unique gift which can function as a key strength. Your inner directedness, however, can also interfere with your decision making and with your ability to successfully apply your talent. The same inner focus which acts as a source of power can lead you to become impatient and frustrated with the world when your ideas and ways of thinking are not accepted or do not fit. You may be too quick to write off the accepted way of doing things, what others think, and even what objective evidence says if that evidence is different from what you believe is right.

When your thinking is in 'sync' with the rest of the world, you have the ability to push ahead of others who must deal with inner doubts and fears. However, when your thinking is different from or not accepted by the world, you may have difficulty getting things to work out as you expect. Moreover, this lack of fit can lead to stress and anxiety which may interfere with your day-to-day decisions.

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
WORLD

EMPATHY
(CRYSTAL CLEAR)

You are a keenly perceptive individual who has an excellent capacity to make sound judgments about others. You are an intuitive, feeling person but you tend to relate in a cautiously discrete manner. Moreover, you are likely to open up more readily to those who meet your biases and expectations and can become overly critical of and impatient with others especially when they do not measure up.

PRACTICAL THINKING
(CLEAR)

You are a very pragmatic, results oriented person who has a very good capacity to see and appreciate practical, functional results. You have the ability to be a very good practical, results oriented thinker but can become too pragmatic and 'now' oriented in your thinking, paying too much attention to practical, functional results.

SYSTEM JUDGMENT
(CLEAR)

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

Executive Management Assessment
VALUE STRUCTURE OVERVIEW
SELF

SELF ESTEEM
(CRYSTAL CLEAR)

You have an excellent capacity for seeing and understanding your own inner self worth and unique individuality. You tend, however, to not give yourself enough credit, to measure yourself against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you are likely to blow up your imperfections and to be overly sensitive to what others think or say about you.

ROLE AWARENESS
(CLEAR)

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

SELF DIRECTION
(CLEAR)

You are 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 DISCRETE INTUITIVE			
PRACTICAL JUDGMENT (CLEAR)				PERCEPTIVE RESULTS ORIENTED CONCRETE ORGANIZER
SYSTEM JUDGMENT (CLEAR)		PERCEPTIVE INDIVIDUALISTIC CAUTIOUS SKEPTICAL REACTIVE		

- **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 (CRYSTAL CLEAR)	KEENLY PERCEPTIVE FEELINGS OF INNER SELF DOUBT			
ROLE AWARENESS (CLEAR)			PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT	
SELF DIRECTION (CLEAR)				PERCEPTIVE PERFECTIONISTIC IDEALISTIC PERSISTENT INSISTENT

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

COMPOSITE ATTITUDE SURVEY

WORLD

DIMENSION	CLARITY	LEVEL OF ATTENTION	DESCRIPTION
EMPATHY	CRYSTAL CLEAR	INATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE CAUTIOUSLY DISCRETE INTUITIVE
PRACTICAL JUDGMENT	CLEAR	OVERATTENTIVE TO THE CAPACITY	PERCEPTIVE RESULTS ORIENTED CONCRETE ORGANIZER
SYSTEM JUDGMENT	CLEAR	CAUTIOUS ABOUT THE CAPACITY	PERCEPTIVE INDIVIDUALISTIC CAUTIOUS SKEPTICAL REACTIVE

- **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	CRYSTAL CLEAR	INATTENTIVE TO THE CAPACITY	KEENLY PERCEPTIVE FEELINGS OF INNER SELF DOUBT
ROLE AWARENESS	CLEAR	ATTENTIVE TO THE CAPACITY	PERCEPTIVE ATTENTIVE TO SOCIAL/ROLE IMAGES CONFIDENT
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.