

# *Spann & Associates*

## **Manager Assessment**

**Prepared for:**

*Demo Sample*

- *This material is confidential and personal.*
- *Please do not read this report unless authorized to do so.*
- *The content should not be used as the sole source for decisions regarding hiring, placement, career moves or termination.*

Mary Lou Spann, PhD  
Spann & Associates  
Minneapolis, MN  
Telephone: 763 755 5959  
Fax: 763 755 5959  
E-Mail: [mlspann@spannassoc.com](mailto:mlspann@spannassoc.com)  
Web: <http://www.spannassoc.com>

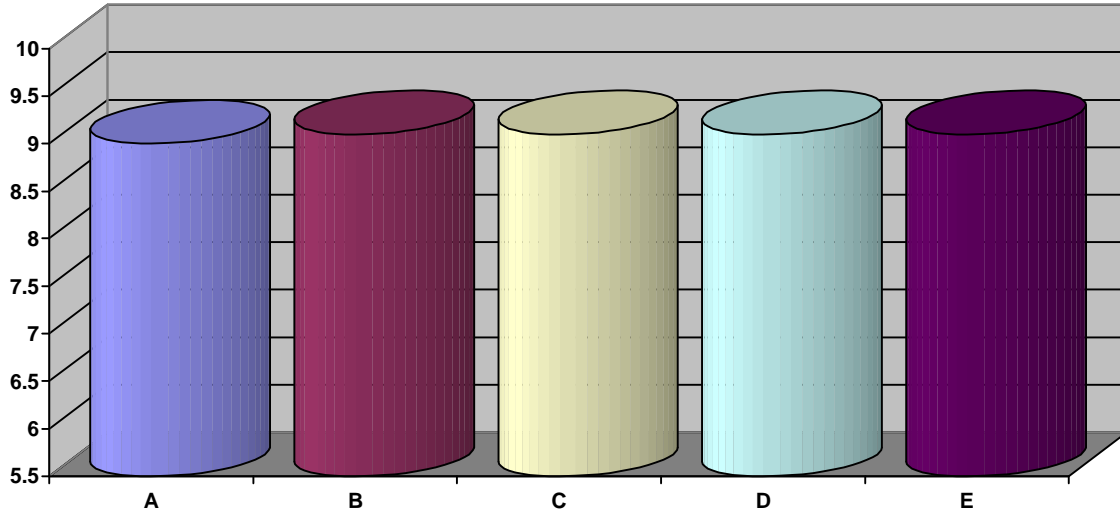
7AD9\_12450\_\*\_\* 1/26/2011 1:16:00 PM

**This entire document is subject to the following statement:**

**Copyright © 2002- 2011 – Axiometrics International, Inc. All rights reserved.**

## Manager Assessment

### 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>

<b>A) Deciding What Needs To Be Done (Secondary Strength)</b> — Identifies the issues that are relevant and need attention.
<b>B) Managing Activities (Secondary Strength)</b> — Measures the ability to see what is needed to get things done.
<b>C) Planning &amp; Organizing (Secondary Strength)</b> — Measures the ability to set goals, build plans, and translate them into action.
<b>D) Making Things Happen (Secondary Strength)</b> — Measures the capacities needed to marshal one's energy and drive toward goals.
<b>E) Relating With Others (Secondary Strength)</b> — Measures the ability to see and appreciate others and deal with them on a daily basis.

**Manager Assessment**  
**DECIDING WHAT NEEDS TO BE DONE**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Intuitive Insight		ü		
Proactive Thinking			ü	
Common Sense Thinking			ü	
Integrative Ability		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.

**Proactive Thinking:**

The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

**Common Sense Thinking:**

The ability to use one's practical thinking ability to see and understand what is happening.

**Integrative Ability:**

The ability to readily identify the heart of the problem, the critical elements of a situation and to generate workable solutions.

**Manager Assessment**  
**MANAGING ACTIVITIES**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Evaluating What Needs To Be Done		ü		
Attention To Concrete Detail		ü		
Doing Things Right		ü		
Attitude Toward Authority			ü	
Meeting Deadlines		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 Needs To Be Done:**

The ability to identify problems and critical issues, to size up what needs to be done and what can be done in an effective manner.

**Doing Things Right:**

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

**Meeting Deadlines:**

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

**Attention To Concrete Detail:**

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

**Attitude Toward Authority:**

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

**Manager Assessment**  
**PLANNING AND ORGANIZING**

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

**Concrete Organization:**

The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

**Attention To Planning:**

The ability to keep one's focus and attention on planning details and activities.

**Short Range Planning:**

The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.

**Conceptual Organization:**

The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

**Manager Assessment**  
**MAKING THINGS HAPPEN**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Goal Directedness		ü		
Results Oriented	ü			
Role Satisfaction	ü			
Persistence	ü			
Consistency	ü			
Health Tension Index				ü

**MAKING THINGS HAPPEN:**

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

**Goal Directedness:**

Goal Directedness is the ability to be excited about and committed to one's goals and to marshal energy to push toward the attainment of these goals.

**Role Satisfaction:**

This component measures the degree of satisfaction and confidence one has in their role.

**Consistency:**

The ability to maintain a sense of order, constancy and continuity in one's actions, to be able to transfer goals into action.

**Results Oriented:**

Results Oriented is the ability to pay attention to the achievement of concrete results. Attaining results is a major factor pushing one to action.

**Persistence:**

The ability of an individual to maintain direction regardless of circumstances, to stay on target until one's goal is achieved.

**Health Tension Index:**

This component measures how well one can balance anxiety, despair and depressive attitudes.

**Manager Assessment**  
**RELATING WITH OTHERS**

Capacity	Primary Strengths	Secondary Strengths	Secondary Development	Primary Development
Attitude Toward Others			ü	
Insight Into Others		ü		
Listening To Others		ü		
Talking At The Right Time		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.

**Insight Into Others:**

This component measures a person's ability to see and understand the needs and interests of others, to identify and relate with the needs and concerns of others.

**Listening To Others:**

This component measures a person's ability to see and understand the needs and interests of others, to identify and relate with the needs of others.

**Talking At The Right Time:**

This component measures how well an individual listens to another person's point of view without imposing personal biases and expectations.

**Patience With Others:**

The ability to see and accept others as they are and to allow others to proceed at their own pace.

**Sensitivity To Others:**

The degree to which one can be objective about others without allowing personal feelings, positive or negative, to interfere with making decisions.

---

## ***Manager Assessment***

### **PRIMARY STRENGTH COMMENTS**

---

**Results Oriented: (Making Things Happen)**

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.

**Role Satisfaction: (Making Things Happen)**

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

**Persistence: (Making Things Happen)**

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

**Consistency: (Making Things Happen)**

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

---

## **Manager 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 to identify a fruitful direction or a potential problem area by the strength of your inner, 'gut' feelings and instincts about what is right or wrong.

#### **Integrative Ability: (Deciding What Needs To Be Done)**

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

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

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

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

Your perfectionistic drive and analytical thinking ability and 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.

#### **Doing Things Right: (Managing Activities)**

You have the ability to understand the need for doing things right. 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 spending your time and energy looking for novel, unique ways of getting things done.

---

## **Manager Assessment**

### **SECONDARY STRENGTH COMMENTS**

---

#### **Meeting Schedules And Deadlines: (Managing Activities)**

Your strong sense of perfectionism both about what is right for you and about 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.

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

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

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

You are a practical, pragmatic planner and 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. 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.

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

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

---

## **Manager Assessment**

### **SECONDARY STRENGTH COMMENTS**

---

#### **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.

#### **Goal Directedness: (Making Things Happen)**

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 have difficulty achieving them or set goals which are not fulfilling or satisfying and lose interest. Build short term goals based on your past successes.

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

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

#### **Listening To Others: (Relating With Others)**

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

#### **Talking At The Right Time: (Relating With Others)**

You have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make your point. Moreover, you are a very results oriented, pragmatic person who is likely to readily size up what needs to be said and respond immediately to those issues which you see as important.

---

***Manager Assessment***  
**SECONDARY STRENGTH COMMENTS**

---

**Patience With Others: (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.

---

## **Manager Assessment**

### **SECONDARY DEVELOPMENT COMMENTS**

---

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

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 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.

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

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, be less critical of others, and pay more attention to values other than practical, 'now' oriented and functional values.

#### **Attitude Toward Authority: (Managing Activities)**

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 from others to evaluate your biases against authority and help you evaluate whether your rejection of authority is based on logic or emotion.

#### **Attitude Toward Others: (Relating With Others)**

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

---

***Manager Assessment***  
**PRIMARY DEVELOPMENT COMMENTS**

---

**Health-Tension Index: (Making Things Happen)**

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

---

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

---

### **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.

---

***Manager 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.

---

***Manager 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.

---

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

---

**Social, Role Confidence**

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

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

**Dynamic, Positive 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.

---

***Manager 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.

---

***Manager 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.

---

***Manager 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.

---

***Manager 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**

<b>WORLD CLARITY</b>	<b>INATTENTIVE TO THE CAPACITY</b>	<b>CAUTIOUS ABOUT THE CAPACITY</b>	<b>ATTENTIVE TO THE CAPACITY</b>	<b>OVERATTENTIVE TO THE CAPACITY</b>
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.

<b>SELF CLARITY</b>	<b>INATTENTIVE TO THE CAPACITY</b>	<b>CAUTIOUS ABOUT THE CAPACITY</b>	<b>ATTENTIVE TO THE CAPACITY</b>	<b>OVERATTENTIVE TO THE CAPACITY</b>
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**

<b>DIMENSION</b>	<b>CLARITY</b>	<b>LEVEL OF ATTENTION</b>	<b>DESCRIPTION</b>
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**

<b>DIMENSION</b>	<b>CLARITY</b>	<b>LEVEL OF ATTENTION</b>	<b>DESCRIPTION</b>
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.