

Spann & Associates

Manager Synopsis

Prepared for:

Demo Sample

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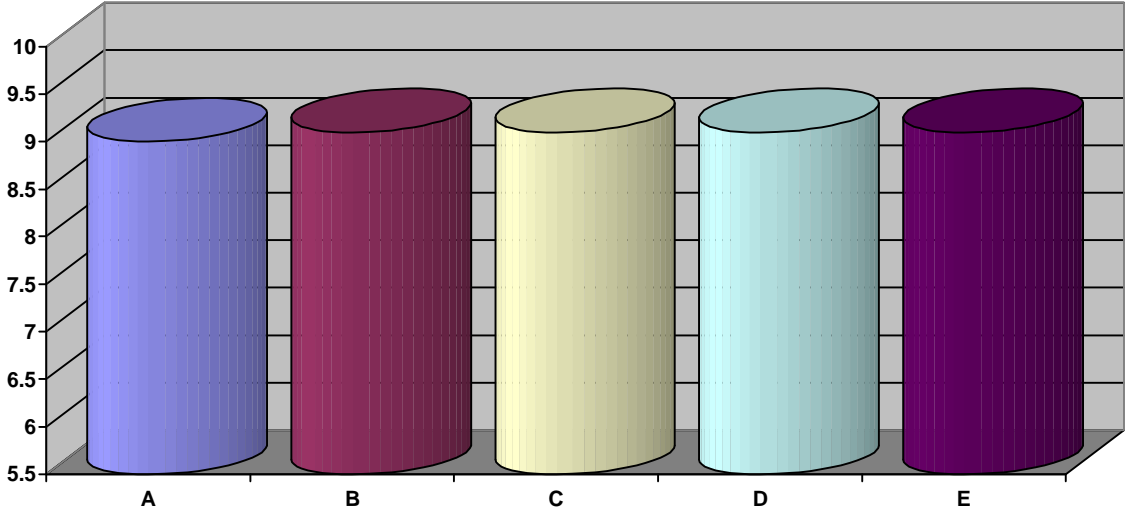
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Manager Synopsis

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) Managing Activities (Secondary Strength)** — Measures the ability to see what is needed to get things done.
- C) Planning & Organizing (Secondary Strength)** — Measures the ability to set goals, build plans, and translate them into action.
- D) Making Things Happen (Secondary Strength)** — Measures the capacities needed to marshal one's energy and drive toward goals.
- E) Relating With Others (Secondary Strength)** — Measures the ability to see and appreciate others and deal with them on a daily basis.

Manager Synopsis
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 Synopsis
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 Synopsis
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 Synopsis
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 Synopsis

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.

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.

Patience With Others:

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

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.

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.

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 Synopsis

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 Synopsis

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 Synopsis

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 Synopsis

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 Synopsis
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 Synopsis

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 Synopsis
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.