

# ***Spann & Associates***

## **Manager Synopsis**

**Prepared for:**

***Demonstration Samples***

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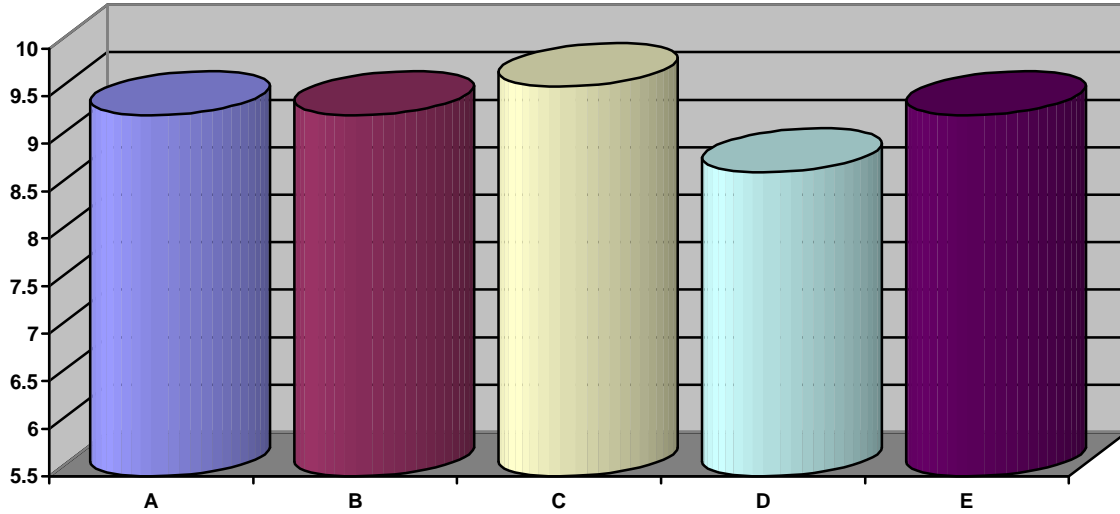
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## Manager Synopsis

### OVERVIEW GRAPH

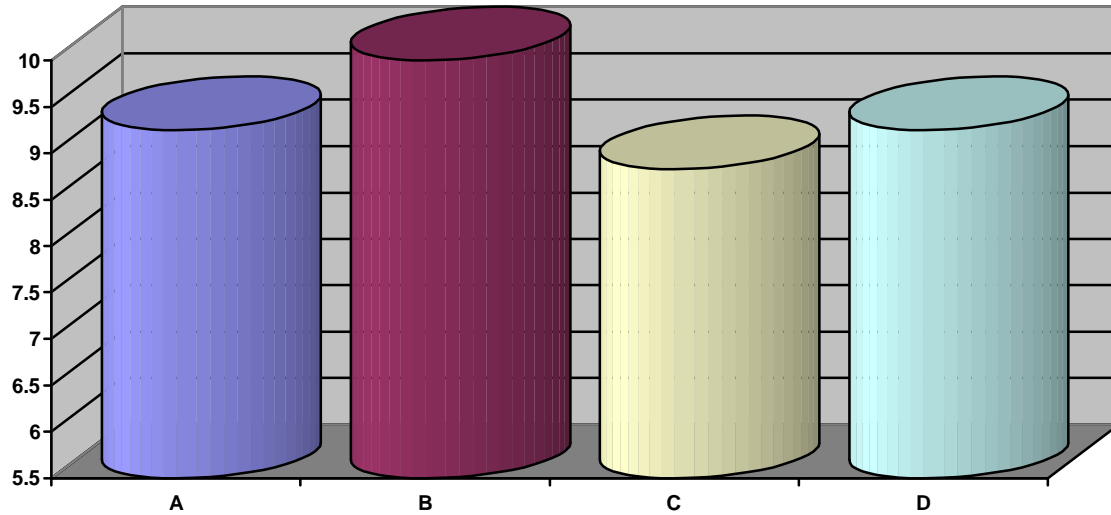


<b>Primary Strengths</b>	<b>9.4 to 10.0</b>
<b>Secondary Strengths</b>	<b>8.9 to 9.39</b>
<b>Secondary Development</b>	<b>8.3 to 8.89</b>
<b>Primary Development</b>	<b>6.0 to 8.29</b>

<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 (Primary Strength)</b> — Measures the ability to set goals, build plans, and translate them into action.
<b>D) Making Things Happen (Secondary Development)</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 Synopsis

### DECIDING WHAT NEEDS TO BE DONE



**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.

<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>less than 8.3</b>

**A) Intuitive Insight (Secondary Strength)** — The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.

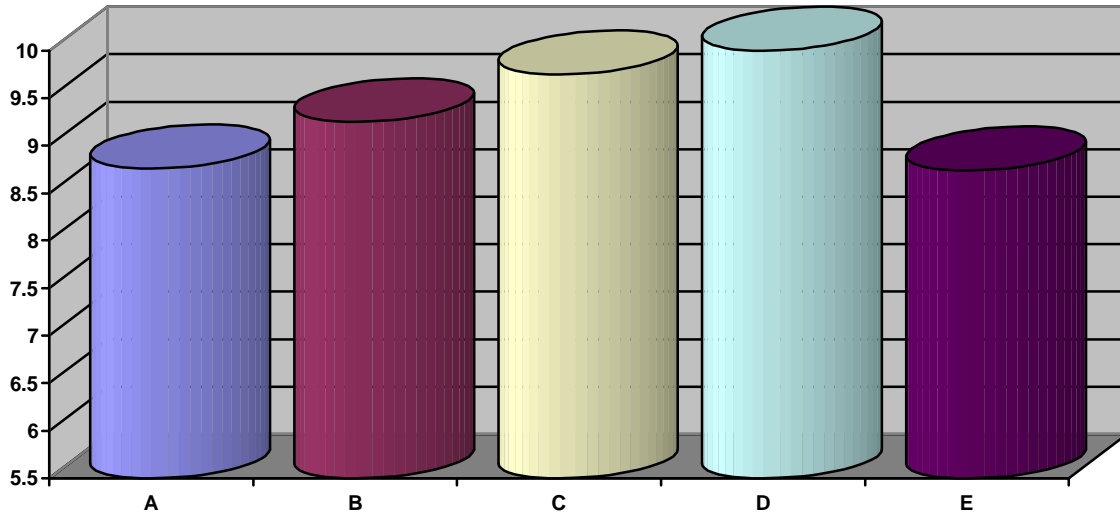
**B) Proactive Thinking (Primary Strength)** — The ability to think ahead, to plan for consequences of actions and decisions rather than reacting to circumstances.

**C) Common Sense Thinking (Secondary Development)** — The ability to use one's practical thinking ability to see and understand what is happening.

**D) Integrative Ability (Secondary Strength)** — 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



**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.

<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>less than 8.3</b>

**A) Evaluating What Needs To Be Done (Secondary Development)** — 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.

**B) Attention To Concrete Detail (Secondary Strength)** — The ability to clearly see and pay attention to flaws in things, people and situations.

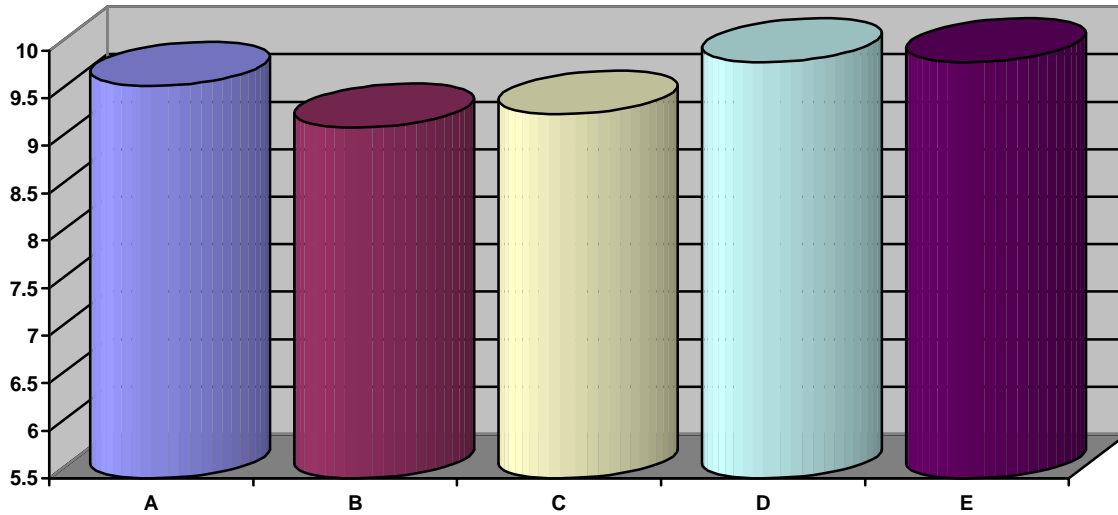
**C) Doing Things Right (Primary Strength)** — This component measures one's insistence that things be done according to specifications and plans, their attention to excellence and perfection.

**D) Attitude Toward Authority (Primary Strength)** — This component measures the willingness to conform to existing codes, rules and sources of order and control.

**E) Meeting Deadlines (Secondary Development)** — This component measures the ability and willingness to maintain a strong sense of responsibility for meeting schedules and deadlines.

## Manager Synopsis

### PLANNING AND ORGANIZING



**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.

<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>less than 8.3</b>

**A) Realistic Goal Setting (Primary Strength)** — The ability to set goals which are within the boundary of available resources and which can be achieved within the projected time.

**B) Short Range Planning (Secondary Strength)** — The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.

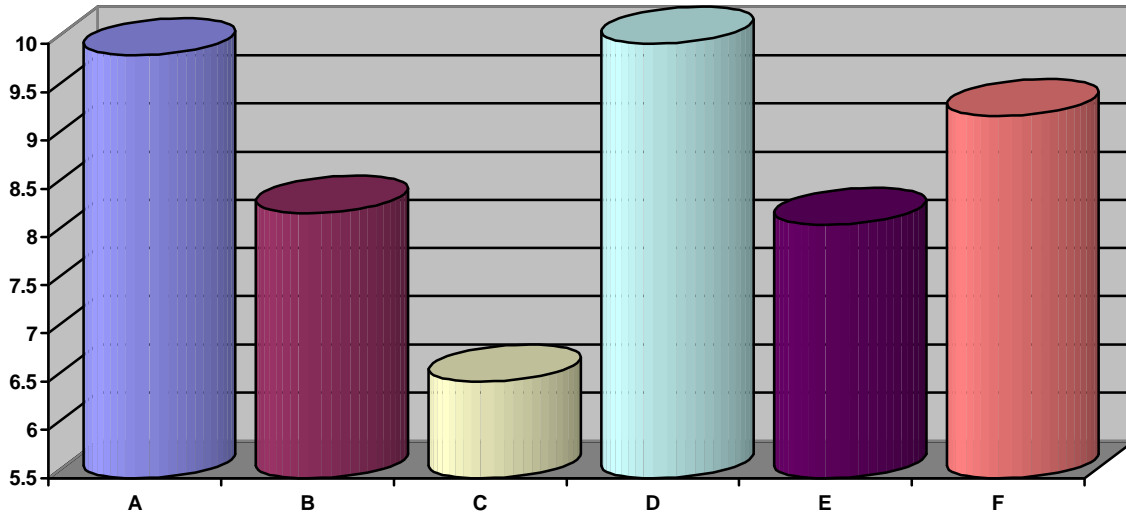
**C) Concrete Organization (Secondary Strength)** — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.

**D) Conceptual Organization (Primary Strength)** — The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

**E) Attention To Planning (Primary Strength)** — The ability to keep one's focus and attention on planning details and activities.

## Manager Synopsis

### MAKING THINGS HAPPEN



**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.**

<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>less than 8.3</b>

**A) Goal Directedness (Primary Strength)** — 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.

**B) Results Oriented (Primary Development)** — Results Oriented is the ability to pay attention to the achievement of concrete results. Attaining results is a major factor pushing one to action.

**C) Role Satisfaction (Primary Development)** — This component measures the degree of satisfaction and confidence one has in their role.

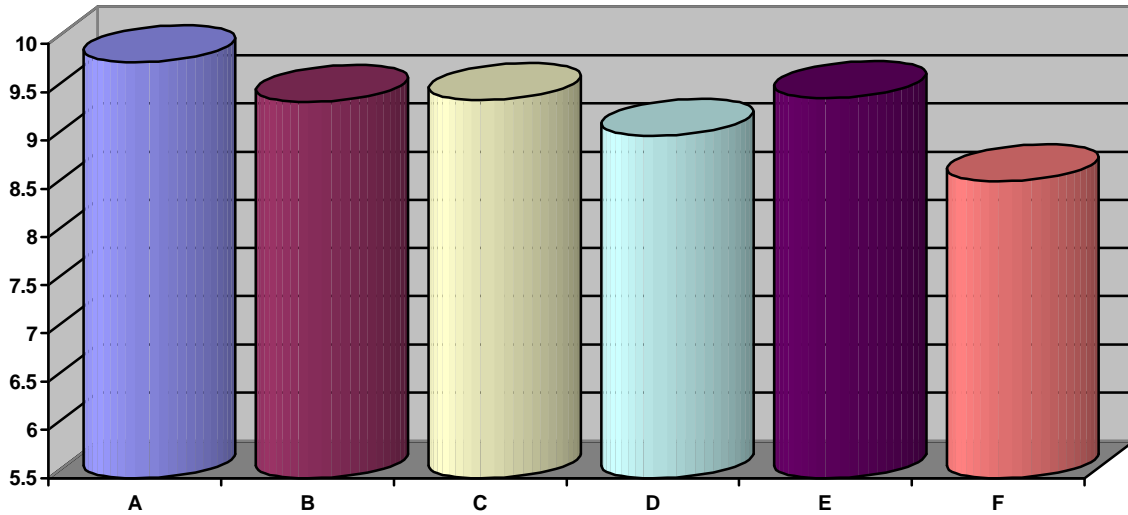
**D) Persistence (Primary Strength)** — The ability of an individual to maintain direction regardless of circumstances, to stay on target until one's goal is achieved.

**E) Consistency (Primary Development)** — The ability to maintain a sense of order, constancy and continuity in one's actions, to be able to transfer goals into action.

**F) Health Tension Index (Secondary Strength)** — This component measures how well one can balance anxiety, despair and depressive attitudes.

## Manager Synopsis

### RELATING WITH OTHERS



**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.**

<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>less than 8.3</b>

**A) Attitude Toward Others (Primary Strength)** — This component measures the ability to be positive, objective and tolerant in interactions with others.

**B) Insight Into Others (Primary Strength)** — 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.

**C) Listening To Others (Primary Strength)** — 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.

**D) Talking At The Right Time (Secondary Strength)** — This component measures how well an individual listens to another person's point of view without imposing personal biases and expectations.

**E) Patience With Others (Primary Strength)** — The ability to see and accept others as they are and to allow others to proceed at their own pace.

**F) Sensitivity To Others (Secondary Development)** — The degree to which one can be objective about others without allowing personal feelings, positive or negative, to interfere with making decisions.

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## ***Manager Synopsis***

### **PRIMARY STRENGTH COMMENTS**

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

You have a strong need to make certain that things work out according to plans and expectations. As a result you understand the value of proactive thinking and planning and will focus time and energy on identifying and understanding the consequences of your ideas and plans.

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

You are a perfectionistic thinker who pays attention to making certain that things are done right. As a result, you are likely to spend time and energy developing respect for accepted standards and ways of getting things done.

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

Your strong sense of perfectionism and drive toward making certain that things are done right will build a strong sense of belief in, and loyalty to, authority, and a willingness to work to maintain consistency and constancy in actions and decisions.

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

Your strong need to set goals which are challenging, combined with your perfectionism and insistence that things be done the way which you believe to be right will build commitment and attentiveness to setting goals and plans. This reflects the ideas, ideals and principles which are important to you.

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

You have a very strong need for planning and organizing things according to a preorganized plan or strategy and this need combined with your capacity for conceptual and analytical thinking and planning builds the ability to see and focus your energy on conceptual organization.

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

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

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## ***Manager Synopsis***

### **PRIMARY STRENGTH COMMENTS**

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

Your self perfectionism and idealism combined with keen appreciation for structured, analytical thinking generates strong drive toward your personal goals and objectives and commitment to the goals and objectives which you adopt from organizational or other sources.

#### **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.

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

You have a very dynamic, optimistic attitude toward others. This gives you the ability to see and understand the positive potential of others, to be concerned about and attentive to their needs and interests, and to be open and available to them.

#### **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 and willingness to listen to what others are saying, to pay attention to their own unique viewpoints and their needs and concerns. You are likely to spend time and energy allowing others to express their viewpoints even when those viewpoints and perspectives are contrary to your own.

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

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

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## **Manager Synopsis**

### **SECONDARY STRENGTH COMMENTS**

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

You have a well developed ability for intuitive thinking. This gives you the capacity 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.

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

Your compulsion for seeing things in an unconventional and possibly creative manner can generate the ability to identify concrete ways of thinking and solving problems which others are likely to overlook because they think in more habitual ways.

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

You tend to be idealistic and perfectionistic in your thinking, focusing, organizing and structuring things according to a preorganized plan or strategy. As a result, planning for short term results is necessary to guarantee that things will happen effectively and efficiently.

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

A combination of your need for things to work according to preset plans and strategies and your capacity for conceptual thinking and planning gives you the ability to develop a plan for organizing your current environment and the willingness to spend time and energy carrying out organizational tasks.

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

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

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***Manager Synopsis***  
**SECONDARY STRENGTH COMMENTS**

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**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 have a strong commitment to what you believe is right which will give you the confidence and assurance to say what you believe you need to say.

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## ***Manager Synopsis*** **SECONDARY DEVELOPMENT COMMENTS**

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

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

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

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

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

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

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

You tend to be too trusting of others and too accountable for what happens to others. As a result, you will likely be oversensitive to meeting the needs and interests of others and too sensitive about what others think and say about you. Seek input directly from others or a course on building relational skills to develop a more realistic attitude toward others.

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## ***Manager Synopsis*** **PRIMARY DEVELOPMENT COMMENTS**

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

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

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

You are currently in social/role transition uncertain about what you want to do and feeling frustrated and dissatisfied about your current circumstances. Seek feedback from others individually or in a workshop on self development to evaluate what you want to do, what you feel you should do and what opportunities for action exist around you.

### **Consistency: (Making Things Happen)**

A combination of a compulsive need to push ahead and a feeling of frustration and dissatisfaction about your current circumstances can lead to inconsistencies in your decisions and actions. Take the time to examine your priorities and expectations to make certain that you can realistically accomplish what you set out to do.