

## **Accountability for Others**

The ability for a person to be responsible for the consequences of the actions taken by those under their management. Taking responsibility for the decisions and actions of subordinates, and not shifting focus on blame or poor performance back onto them, or somewhere else. This derives from an internal responsibility to one's self as a manager, and to be accountable and this internal willingness to accept this responsibility associated with being in a position of management. It involves understanding that it is the task of the manager to accurately evaluate and understand the abilities of his/her employees and to set realistic goals and expectations based on the resources and capabilities available.

### **Good score :**

A person with a Good score in this capacity will not try to make excuses for a bad decision, which resulted in poor performance by an employee. They will instead make every effort to try and identify the cause of both the poor performance and any mistakes they made in assigning the task. Their focus will be more on correcting the problem to ensure future success, than on protecting themselves.

### **Poor Score :**

As in personal accountability, a low score in this area can indicate a person who is more concerned with appearance and image, than with results and success. They will seek to place blame for a bad decision on any factor, which does not lie solely with them, for doing so would detract from their abilities in the public image. Although achieving goals and success can be important to this person, their self-image is often fragile and protecting it is much more important.

## **Accurate Listening**

**(See “Evaluating What Is Said”)**

## **Attention to Detail**

The Ability to see and pay attention to details. To be able to recognize the component parts of a procedure or object, and to verify the correctness or error in an individual part or procedure.

### **Good score :**

A person with a good potential will likely be thorough in the execution of their job responsibilities. They will define each job function at its most elementary level and be sure that each of the functions is properly completed

### **Poor Score :**

Poor potential may cause a person to focus more attention on the completion of the overall project, rather than the component elements. This person may not enjoy, or have a desire for, checking details of the situation, but rather would prefer to have that responsibility delegated to someone else.

## **Attitude Toward Honesty**

This capacity examines a person's view of Honesty, and of structure and order in society. It takes a look at the level of self-esteem available to accept the consequences of their own actions, and toward reporting the dishonesty of others.

**Good Score** : A person with a good score in this capacity has a positive image of the concept of honesty, structure and order in society. They have sufficient self-esteem to accept the consequences of being honest and the condemnation associated with reporting the dishonesty of others. They will not become so involved with others that they won't report any inappropriate actions

**Poor Score** : A poor score in this area may result from someone who has an unclear view of honesty, or someone who gets so involved with others that are overly reluctant to report any dishonest actions.

## **Attitude Towards Others**

The ability to maintain a positive, open and objective attitude towards others.

An example of an improper attitude would be a situation in which one assigns attributes to a person based solely on an unsubstantiated prejudgment. This could cause a person to exercise an unnecessary degree of caution, producing a “stand-off” attitude, or could cause a person to place an unjustified amount of trust in a person thereby exposing him or herself to being manipulated.

The evaluation of this attribute is based on an individual’s personal insight into others, and the degree to which they are influenced by what they think the situation “ought” to be.

### **Good score :**

A person with a high score in the capacity will tend to be free from prejudices which cause such prejudgments of others; therefore, more likely to develop an appropriate attitude towards people based on real life factors instead of misconceptions, biases, or prejudices based on conjecture. Such a person will be more likely to see people as they truly are.

### **Poor Score :**

A person with a low score in this capacity may tend to prejudge others based on what they prejudge them to be like, and then to allow these feeling to override the logical interpretation of who others really might be based on their actions. This may interfere with the progression of a genuine relationship with specific people.

## **Balanced Decision Making**

The ability to be objective and to fairly evaluate the different aspects (people and other) of a situation, and to make an ethical decision that takes into account all aspects and components. It is the ability to maintain a “balance” between the needs of oneself, others and the company at the same time, and to provide equal importance to all three when making decisions.

### **Good score :**

A person with a Good score in this capacity does not suffer from an imbalance in the amount of focus they place on any one factor (internal or external). They will most likely make decisions, which place equal emphasis on all involved parties or concerns; therefore, making decisions, which are more likely, to satisfy all needs.

### **Poor Score :**

A Poor Score in this area indicates a person who does not place equal importance on all aspects of a situation. They may make decisions, which satisfy some, but not all of the factors or people involved.

## **Commitment to the job**

(See “Personal Commitment”)

## **Conceptual Thinking**

The ability to identify and evaluate resources and plan for their utilization throughout the execution of comprehensive, long-range plans. This capacity is much more abstract than concrete organization; it deals with the ability to allocate resources in a mental scenario, and accurately visualize outcomes.

### **Good scores:**

A person with a Good score in this capacity can mentally role-play the execution of the long-range projection and make accurate predictions concerning the possible outcomes.

### **Poor Scores:**

A person with a low score in this capacity may have difficulty clearly seeing such a mental scenario, thus tending to have a shorter focus-level and require greater input for predictive decision making . They can; however, effectively execute conceptual organization by using team evaluations to handle scenarios designed to predict the outcomes of organizational plans or structures.



## **Concrete Organizing**

The ability to understand the immediate, concrete needs of a situation and to establish an effective action plan for meeting those needs. This capacity deals primarily with the person's ability to properly allocate resources to accomplish a goal or plan. These resources are not limited to only physical components, but takes into account a person's ability to evaluate and utilize both human and physical resources.

### **Good score :**

A person with a good ability in this capacity will be able to systematically and logically evaluate the components of a situation and then utilize them effectively to produce the desired result.

### **Poor Score :**

A person with a Poor Score in this capacity may have difficulty in identifying the separate components of a situation, and therefore, have difficulty in deciding what steps to take to meet a goal.

## **Consistency/Reliability**

This is the capacity to feel an internal need to be conscientious in their personal or professional efforts. The need to be both consistent and reliable in their life roles. This is an internal motivation, as opposed to being motivated by external forces such as job, peer or supervisory pressures.

### **Good scores:**

Good potential in this capacity will make a person dependable and reliable, tending to perform in most situations with little or no direct supervision.

### **Poor Scores:**

Poor potential in this capacity may result in a person who is not consistent or dependable. Their work performance and schedules might be erratic and undependable. They might work very hard for a period of time, but without external motivation or supervision, they might lack the internal desire to maintain this level of performance throughout the duration of the task at hand.

## Conveying Role Value

The ability to draw upon a variety of capacities (empathetic, interpersonal and leadership) to instill, in an employee, a sense of value for the task at hand. It is the ability to convey to another, the value and importance that a given role carries with it. This is not a measurement of a person's ability to understand a role's value, but to communicate that value to another or group of others.

### **Good score :**

A person with a Good score in this capacity will be able to effectively instill in an employee, or employees, a belief that what they are doing has value. They will be able to paint a clear picture of how and why that role is important...to themselves, to the company or to others.

### **Poor Score:**

A Poor Score in this area can be indicative of two things. Either the person attempting to convey this value does not appreciate the value in a role adequately, or their ability to communicate ideas and concepts to others in such a way that they are perceived well is lacking.

## Correcting Others

The ability to confront controversial or difficult issues in an objective manner. The ability to have non-emotion discussions about disciplinary matters. This capacity is directly related to the person's balance in their ability to evaluate others, and be empathetic.

### **Good scores:**

A person with a Good score in this capacity can usually provide constructive criticism to another in such a way that it is not received as insulting or degrading. The balance they exhibit in weighing the needs of the situation versus the needs of the people involved allows them to address both adequately.

### **Poor Scores:**

A person with a low ability in this capacity could either tend to be too insensitive or harsh in such correction, or be too sensitive and not willing to provide the necessary criticism or positive discipline, required to develop an employee. As to whether they tend to be too harsh or too sensitive, a correlation can be made based on their score in the empathetic ability capacity. Over attention to their empathetic ability may tend to result in someone who is so sensitive to the feelings of others that they place that person's emotions over the needs of correcting a problem. Under attention to this same ability can result in a person who views others more as functional work units rather than individuals, and discounts other's emotions in comparison to the importance of correcting a problem.

## **Creativity**

Is John an innovative thinker whose views of himself and the world allow him to think outside the box?

Creativity and deep imagination are directly linked to one's preference for, or ability to see, the intrinsic dimension of thought. By valuing the intrinsic dimensions (infinite possibilities) above all else one is able to transcend the limits associated with the other dimensions (space, time, logical classification of groups and or systems). Such actions in thought allow for an appreciation for new and non-traditional ways of thinking not as achievable under the constraints of extrinsic and systemic thought.

### **Good scores:**

A person with a Good score in this capacity will tend to be able to come up with unique ideas about how things could be done, and have a deeper imagination (one not tied to conventional ways of thinking) than those with lower scores in the area. Such novel thinking benefits business thought just as much as it does artistic thought.

### **Poor scores:**

A person with a Poor score in this capacity will be more influenced by logical rationalizations, organizational limits, logistical complications, social impressions, etc. Anything extrinsic or systemic that could limit the creative process by imposing constraints on the infinite possible valuations possible with intrinsic thought. As a result they will be less likely to think way outside the box in revolutionary ways.

## **Developing Others**

The ability to understand the needs, interests, strengths and weaknesses of others, and to utilize this information for developing others.

This score is derived primarily from a person's concern, their ability to evaluate others, and their ability to identify with others. It is affected by a person's focus on structure and order. The person with a focus on structure will tend to better understand the importance of building an organizational system. If the person also has positive empathetic skills, they will see the development of others as the way to build the organization through people.

### **Good scores:**

A person with a Good score in this capacity will be able to: accurately identify the strengths and weaknesses of an individual, evaluate them against the requirements of a job or goal, and then design a program which will effectively elevate that person's skills to the level they need to achieve success.

### **Poor Scores:**

A person with a Poor Score in this capacity may have poor empathetic abilities, and may not be able to determine who needs development or they simply may not consider it as important. Also, a person with a low score in this area may not take a proactive approach to management, and fail to perceive the importance in planning ahead to develop contingent talent. Instead they may tend to be reactive, and deal only with the immediate, or that which presents itself in the now.

## **Emotional Control**

The ability of a person to maintain rational and objective actions when experiencing strong internal emotions. Unlike “Internal Self Control” (which is an ability to prevent the feeling of others from negatively affecting your internal emotions), this capacity measures one’s ability to control their own internal emotions, and prevent them from affecting their actions, logic, objectivity, etc.

If Internal Self Control deals with an ability to keep outside emotions out, Emotional Control deals with keeping internal emotions in.

### **Good score :**

A person with a Good score in this capacity will be able to be aware of their internal emotions, but compartmentalize them as such and make rational, objective decisions based on the facts at hand, rather than allowing their internal stress, fear, excitement, etc. to influence their decisions.

### **Poor Score :**

A person with a low score in this area may have difficulty keeping their feelings under check. Instead of recognizing their emotions and keeping them separate from their actions and maintaining composure, they may allow their own emotions to lead their actions, and in doing so will no longer be managing a stressful situation, but instead will become caught up in it.

## **Empathetic Outlook**

The ability to perceive and understand the feelings and attitudes of others. The ability to place oneself “in-the-shoes” of another and to be able to view a situation from their perspective. It involves being conscious of how your actions will impact others.

### **Good score :**

A person with a Good score in this capacity will be able to appreciate how their actions impact others, and utilize this knowledge in a wide variety of scenarios from interacting with others to managing others.

### **Poor Score :**

A person with a low score in this area may have difficulty understanding the needs and feelings of others. This may cause them to make decisions, which do not sufficiently consider the needs of others.



## **Enjoyment of the Job**

The feeling that one's job is both fulfilling and rewarding and that it has a positive and useful benefit.

### **Good score :**

A person with a Good score in this capacity will tend to view their job as more than simply a means to earn an income, but rather a valuable endeavor that proves beneficial to others as well as him or her self.

### **Poor Score :**

A person with a low score in this area could have difficulty in enjoying the job due to internal prejudices or other factors outside of their control. It is possible to "love" the job, yet still score low in this capacity, due to being deeply frustrated by some aspect of that job that keeps them from doing the job as they would like to. This could be a lack of time or resources, inadequate skills, insufficient self-confidence, etc. If this capacity is low it is important to take a close look at the position and person and determine which scenario is involved (i.e., internal or external) since only then can movement be made towards correcting the problem.

## Evaluating Others

The ability to make realistic and accurate judgments about others, to evaluate their strengths and weaknesses, and to understand their manner of thinking, acting and behaving. Examples would include being able to identify why someone did good or bad in a task, identifying whether the performance factor was caused by the person himself, or the nature of the environment.

This ability does not necessarily rely on a person's ability to quantitatively measure another's performance. Rather, their ability to discern the key components of the persons performance, and accurately predict levels of performance in future or different tasks. This involves an ability to use a strong gut-intuition, Success in this capacity is dependent on the absence of undue prejudice, or bias on the part of the evaluator.

### **Good scores:**

A person having a good capacity in intuitively evaluating others needs less performance data about an individual in order to make good judgments about their ability to perform. They may also tend to feel more confident in making such evaluations in situations where there is either insufficient data or observation time.

### **Poor Scores:**

A person with a low score in this area can still make good judgment concerning performance, but they will tend to require more data, and time in making these decisions. They might tend to feel rushed without this supportive data.

## **Evaluating What is Said**

This is based on a person's openness to people and their willingness to hear what the other person is saying, and not what they think they should say, or are going to say. Critical to this capacity is the positive appreciation of other people and their opinions, and the positive approach to problem solving, being open to whatever solution may present as the most effective, depending on the situation.

### **Good score :**

A person with a Good score in this capacity will be able to objectively evaluate feedback and "hear" the concerns, intentions or opinions being stated, as opposed to inserting their own feelings or opinions.

### **Poor Score :**

A low score in this area can result in a person subjectively perceiving what they want based on pre-judged opinions or preset ideas as to what they "think" is happening.

## Following Directions

The ability to effectively hear, understand and follow directions or instructions. It is the willingness of an individual to postpone making personal decisions, or taking action, until they have openly listened to do what they are being asked to do.

### **Good scores:**

A person with a Good score in this capacity will tend to complete a task with less direct supervision than someone with a lower score (depending on the quality of the instruction). It is less an indication of the person's ability to understand or comprehend instructions, and more a sign of their willingness to adhere to the instructions as they were given...regardless of their personal opinions about how they "think" the task should be accomplished.

### **Poor Scores:**

A person with a low score in this area may have difficulty completing tasks according to the directions. Again, it is less an indication that they do not intellectually understand the instructions being given, but rather that they simply feel they can make adequate decisions and successfully accomplish the task on their own, without the need for additional input.

*We don't judge whether this assumption is right or wrong. Whether the person may in fact be perfectly capable of accomplishing the goal with no external instruction is irrelevant here. A low score in this area simply indicates a person's tendency to discount outside instructions and rely on their own innate abilities...regardless of competency.*

## **Freedom from Prejudice**

The ability to not allow the unfair implications of prejudged information to enter into, and effect, an interpersonal relationship. Not allowing a person's class, race, sex, ethnicity or personal philosophy to cause a person to prejudge the actions, potential, intentions or attitudes of others.

### **Good scores:**

A person with a Good score in this capacity will tend to look at all the facts openly, will look at others without allowing a class identification to bias a judgment or decision. They will tend to be open to the fact that other people don't have the same cultural heritage or background, and accepting of that fact.

### **Poor Scores:**

A person with a low score in this area may tend to identify another with a particular class group, and allow this identification to predetermine how they will react to them. They may allow this predetermination to influence their decision regarding that person, regardless of the fact that there is no supporting evidence, or basis, for such decisions.

## **Gaining Commitment**

The ability to develop and invoke a self-starting attitude in employees in their pursuit of goals. It is the ability to motivate employees to do their best and to provide them with concrete, practical ideas and methods by which they can achieve their goals.

### **Good score :**

A person with a Good score in this capacity will be able to effectively use empathetic ability, communication skills and leadership ability to create a sense of personal motivation to be successful in a given task. This motivation is instilled within the employee; therefore, they are acting on their own drive, as opposed to simply responding to outside supervision.

### **Poor Score :**

A person with a low score in this area lacks the ability to effectively inspire another with this internal desire to succeed. They might fail to recognize the importance of such inspiration, and rely instead on direct supervision to accomplish goals through employees.

## **Goal Directedness**

**(See “Project/Goal Focus”)**

## Handling Rejection

The ability to handle rejection on a personal level is based almost solely on the individual's self-esteem, the ability of a person to see themselves as valuable, separate and apart from their role or position in life.

### **Good score :**

A person with a Good score in this capacity is able to separate their self-value from their performance. They do not take rejection, or criticism, in an overly personal way. The security they have in their own value is based on their own appreciation of themselves as an individual, and not on the opinions of others.

### **Poor Score :**

A person with a low score in this area will be prone to viewing rejection or criticism as a personal affront, a mark against who they are as a person, and will react accordingly (i.e., in a defensive, hostile or emotional manner). They can allow negative feedback to have a negative impact on their self-esteem.



## Handling Stress

This is a person's ability to balance and defuse inner tensions and stresses, which, if allowed to build up, could interfere with a person's ability to perform to their potential. It is not the person's ability to handle stressful situations, but rather their ability to appropriately separate themselves from such stressful situations, and maintain their own separate inner sense of peace.

### **Good scores:**

A person with a Good score in this capacity will be able to encounter a stressful situation, deal with it as need be, and then step away from the situation (resolved or not) in a way which releases their own emotional involvement, and allows them to move on to other matters. These stresses can also be "cumulative" in nature, and having this ability serves to prevent excess build-up of stress which, in sufficient enough levels, could begin to interfere with performance and physical well-being.

### **Poor Scores:**

A person with a low score in this area may encounter difficulty accomplishing this emotional separation, therefore continuing to exist in the same stressful environment even when not at work (i.e., they bring it with them). Allowing this cumulative build-up of various stresses may serve to distract them from other tasks, or reduce their effectiveness in them, due to the preoccupation caused by the underlying stress. Being prone to such build-up may also effectively reduce the amount of external stress one is comfortable with, which might lead to a decrease in performance more rapidly than someone who is not as "full" of stress might.

## **Human Awareness Skills**

The ability to be conscious of the feelings and opinions of others; to value others as people instead of just their organizational role or value. This ability would include seeing employees in their life roles as well as in their professional roles.

### **Good score :**

A person with a Good score in this capacity tends to be more concerned with the employees as a person. They are conscious of the situations in a person's life that will effect the employee and their performance.

### **Poor Score :**

A low score in this area can indicate a person who does not adequately appreciate others as individuals, and instead may tend to view them as components in a system. They may simply lack the ability to adequately understand another's needs, concerns, feelings and opinions.

## **Initiative**

The ability to direct one's energies toward the completion of a goal, without an external catalyst. The ability to initiate actions based on one's own interpretation, or understanding, of a situation.

### **Good score :**

A person with a Good score in this capacity has the ability to take action as a result of his or her own decisions. They feel comfortable enough in their own abilities to act on their own decisions without consulting others. They will adapt to a dynamic situation and move around unforeseen obstacles without waiting for supervisory instruction.

### **Poor Score :**

A low score in this area would indicate a person who is not comfortable enough in these abilities to act in the above manner. They may have difficulty beginning a project without direct supervision.

## **Integrative Ability**

The ability to evaluate what to do is also the ability to identify the elements of a problem situation, and understand which components are critical. Being able to see clearly the component dimensions of a situation gives a person the ability to see different types of situation structures, and thereby the ability to see different types of problem solutions.

### **Good scores:**

A person with a Good score in this capacity is able to “integrate” all the variables of a situation into a single homogenous picture, and then use this understanding to make decisions regarding planning, resource allocation, problem solving, etc.

### **Poor Scores:**

A person with a low score in this capacity may tend to sometimes not be able to see the most obvious problem solution. They may get mentally “blocked” by focusing too much on any one component in the problem (e.g., people, system structure, and resources).

Someone with a very low score in this capacity might also tend to have preset ways in which they solve problems, and sometimes find it difficult to break away from these narrow habits and utilize other problem solving techniques or methods.

## **Internal Self Control**

This is the ability to maintain a steady and controlled level of internal emotion in a stressful or emotionally charged situation. Although it directly affects self-composure in a difficult situation, this capacity is more an examination of the tendency a person has to allow the external environment's level of stress to affect their internal levels.

If Internal Self Control deals with an ability to keep outside emotions out, Emotional Control deals with keeping internal emotions in.

### **Good score :**

A person with a Good score in this capacity will be better able to keep their internal level of emotion (stress, excitement, fear, etc.) unaffected by external influence. A good example would be an emergency room physician. They must continually prevent the strong emotions of those whom they treat from interfering with their thought process. They must be able to separate themselves from the outside emotions involved and logically deal with the situation at hand.

### **Poor Score :**

A person with a low score in this area may have difficulty accomplishing this separation. Instead of isolating outside emotions as those of others, they over empathize and allow themselves to become emotionally charged in the same manner. They do not separate themselves well and may instead become caught up in the excitement, fear, sorrow, etc.

## **Intuitive Decision Making Ability**

The ability to accurately compile intuitive perceptions about a situation into a decision or action. Ability to be “intuitive” as opposed to intellectual (or requiring data and logical reasoning) in decisions making, and to be effective in doing it. This requires a good deal of understanding of people, and the outside world, and the ability to visualize the whole picture in a mental scenario.

### **Good score :**

A person with a Good score in this capacity will be comfortable making decisions on their feet, without having to study a situation or requiring logical data to examine.

### **Poor Score :**

A low score in this area indicates a person who is not comfortable making such decision until he/she has had sufficient information and time to analyze a situation

## **Job Ethic**

This is the personal commitment an individual makes to execute a specific task.

### **Good score :**

A person with a Good score in this capacity will have a positive self-direction, a realistic understanding of their role, and a positive goal and direction focus.

### **Poor Score :**

A low score in this area indicates a low score in one of the above abilities, which may lead the person to have trouble applying their abilities to a given task.

## **Leading Others**

The ability to organize and motivate people to get things accomplished where everyone feels a sense of order and direction. Effective leadership depends on a fine mixture of capacities that must match the environment in which the manager is asked to perform, but regardless of that mixture, every leader must be able to gain the trust of others and be able to solve problems among and for the group.

### **Good score :**

A person with a Good score in this capacity will effectively combine such capacities as empathetic ability, problem solving ability, self-esteem, role confidence and motivating others, into a cohesive approach to guiding others towards a mutual goal.

### **Poor Score:**

A low score in this area are most likely indicative of a lacking in a person's empathetic and problem solving abilities.



## **Long Range Planning**

The ability to identify long-range goals and design realistic plans to attain them. It is the ability to see the big-picture and then to determine which direction to take, and how resources should be used to attain future goals.

### **Good score :**

A person with a Good score in this capacity is able to effectively “see into the future,” forecast needs, and comprehend how certain situations, or procedures, will meet those needs.

### **Poor Score :**

A low score in this area might be due to a person’s being too “now” oriented, and their spending more time on solving current problems and attaining immediate results, than on looking into the future.

## Material Possessions

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “material possessions”.

“Material Possessions” This is the motivation that a person has, based in their belief in the importance of money, or material possessions. This person will feel that they can achieve worth and security through the collection of money or material possessions.

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these forces. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator) will cause a person to over-focus on strictly that motivation).*

## Meeting Standards

The ability to see and understand the standard requirements established for a job, and their commitment to meeting them. This is an internal motivation, and combines the capacities of quality orientation, and a person's focus on structure and order.

### **Good score :**

A person with a Good score in this capacity will have the internal motivation to strive to meet whatever standards have been set (either by himself or someone else), and will be able to focus the appropriate amount of attention to achieving these standards.

### **Poor Score :**

A low score in this area can indicate a person who either focuses too little, or too much, attention to the task of achieving a standard. In the case of over-attention the person will place so much importance on meeting a standard that they may become overly perfectionist and demanding of either themselves or others. There appears very little room for error. In the case of under-attention the person does not place enough importance on this objective; therefore they may tend to miss standards in situations which are difficult, or repetitive.

## **Monitoring Others**

The ability to focus on the actions and decisions of others in a practical and pragmatic way to identify both successes and mistakes. It is the ability to identify the causes of success and failure and to do so in an objective and accurate manner, not allowing personal feelings or biases to influence such decisions.

### **Good score :**

A person with a Good score in this capacity will be able to accurately and effectively evaluate the performance of another. This objective evaluation is crucial in accurately leading, developing, and managing the person being monitored.

### **Poor Score :**

A low score in this area can indicate that the person either does not place enough importance on systems and order. Therefore, they tend to discount the need to make systematic measurements in order to improve performance, or they may allow too much subjectivity into their assessment and will instead tend to see what they “think” the person is capable of, instead of seeing how they are actually doing.

## **People Reading**

(See “Understanding Attitude”)

## **Persistence**

This is a person capacity to stay the course in times of difficulty. It involves their personal commitment, their belief in what they are doing, and their project/goal focus. Having the ability to remain motivated to accomplish goals in the face of adversity or obstacles.

### **Good score :**

A person with a Good score in this capacity will be able to remain motivated to achieve success through the support of an inner belief that what they are doing is right and important. There exists a drive to complete the task at hand.

### **Poor Score :**

A low score in this area indicates a person who may have difficulty accomplishing goals in difficult situations, or when confronted with obstacles that were unforeseen. This can be due to an insufficiency in their role awareness, their self-esteem, or their project/goal focus.

## **Personal Accountability**

The ability to be responsible for the consequences of one's own decisions and actions; taking responsibility for these decisions, and not shifting focus on blame or poor performance somewhere else, or on others. This derives from an internal responsibility to one's self to be accountable and this internal willingness to own up will tend to be exhibited outside in one's actions.

### **Good score :**

A person with a Good score in this capacity will not try to make excuses for a bad decision and will normally make every effort to try and identify the cause of that bad decision. Their focus will be more on correcting the problem to ensure future success than on protecting themselves.

### **Poor Score :**

A low score in this area can indicate a person who is more concerned with appearance and image, than with results and success. They will seek to place blame for a bad decision on any factor which does not lie solely with them, for doing so would detract from their abilities in the public image. Although achieving goals and success can be important to this person, their self-image is often fragile and protecting it is much more important.

## **Personal Commitment**

The capacity to focus and stay committed to a task. It is the measure of a person's internal personal commitment, without any external influences or pressures. This commitment can also be directed at their goals and ambitions, and will be reflected in their focus toward a goal or task.

### **Good score :**

A person with a Good score in this capacity will maintain a consistent level of activity toward a task and will stay busy with little direct supervision. They will work steadily at their task and stick solidly to their beliefs and goals.

### **Poor Score :**

A low score in this area will be easily distracted from the task at hand. The distractions don't have to be from an outside source, it can be a daydream or random thought. The poorer the score the more problematic this will become. They may also have difficulty maintaining a sense of focus or direction toward obtaining personal or professional goals.



## **Personal Drive**

This is a measurement of how strongly a person feels the need to achieve, accomplish or complete something. This “drive” can take many forms (e.g., tasks, knowledge, career, physical, etc.), but it involves the level of personal motivation a person is capable of bringing to bear on any given task which they feel is important.

### **Good score :**

A person with a Good score in this capacity tends to focus considerable intent on the completion of a task or objective once they are convinced of the benefits involved in its completion.

### **Poor Score :**

A person with a low score in this area may have difficulty committing substantial internal resources towards the completion of a task, even once convinced of its importance. This can be due to a variety of factors, but the most common by far in a business setting is usually based on inadequate “Role Awareness.” This capacity can be improved by improving the understanding, or awareness, a person has for their role.

## Personal Relationships

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “Personal Relationships”.

“Personal Relationship” This is the motivation generated by the importance of forming personal relationships with the people with whom they work. This person is motivated by being accepted and recognized as a person, not simply as a professional that is part of a team or group.

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator will cause a person to over-focus on strictly that motivation).*

## **Persuading Others**

The ability to convince others, to present one's viewpoint in such a way that it is accepted by others. It involves a person's intuitive insight, role confidence, practical thinking ability and the ability to think on one's feet.

### **Good score :**

A person with a Good score in this capacity can see and talk from another's point of view. A person who has the ability to understand other's objections and concerns, and then to respond to these objections and concerns effectively.

### **Poor Score :**

A low score in this area can indicate a person who is insensitive to others, not knowing what they want to hear. A low score can also be generated by having excessive role confidence and in thinking that the other person only wants, or needs, to hear what they think is important.

## **Practical Thinking**

The ability to make practical, common sense decisions; to see and understand what is happening in a common sense way. To realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

### **Good score :**

A person with a Good score in this capacity will be able to balance getting things done in a timely manner, with getting things done in a quality manner.

### **Poor Score :**

A low score in this area might indicate an inability to balance the two needs, thus over-focusing on either time (results at any cost) or quality (perfection regardless of time or expense).

## **Proactive Thinking**

The ability of a person to evaluate future implications of current decisions and actions. This would include examining the long-range effects of a decision. The ability to mentally create the scenarios and outcomes of situations that could develop from decisions or plans of action

### **Good score :**

A person with a Good score in this capacity will tend to evaluate current situations, needs and actions based on how they will change in the future.

### **Poor Score :**

A person with a low score in this area will more than likely tend to “react” to events as they present themselves. The focus in on “now”.

## **Problem Management**

The ability to keep critical issues in context so that one can understand what is happening, and effectively use one's knowledge to solve the problem. This would include the ability to assign resources to people in order to allow them to solve problems, to be able to change plans in order to minimize the effects of operational problems.

### **Good score :**

A person with a Good score in this capacity will be able to efficiently balance all the variables of a problem, and keep them clear and separate. This will aid in their identifying and implementing appropriate solutions.

### **Poor Score :**

A person with a low score in this area may have difficulty maintaining perspective on all of the variables in a given problem situation. They might focus too narrowly on any one aspect of a problem and "lose sight of the forest" so to speak.

## **Problem/Situation Analysis**

The ability to identify the elements of a problem situation and to understand which components are critical. The ability to identify critical activities in a process, to be able to break down the process into its component activities. Based partially on a person's "Integrative Ability"

### **Good score :**

A person with a Good score in this capacity will be able to clearly see the various dimensions of a cognitive structure. This allows the person to see different types of situation structures and thereby see different types of solutions.

### **Poor Score :**

A low score in this area indicates an inability to see all sides of situation, and may miss the most obvious solution. They may be bound by an over-all focus on structure, excessive focus on people, or other excessive focuses.

## **Problem Solving Ability**

The ability to identify alternative solutions to a problem and to select the best option. This basically means to be able to identify the system component that is causing the error, as well as the options available for resolving it and completing the task.

### **Good score :**

A person with a Good score in this capacity is able to pool together multiple capacities and talents to assess all aspects of a problem from beginning to end, from identification to resolution.

### **Poor Score :**

A low score in this area indicates an inability to isolate the process in which the error occurs, and to then identify the components of the process which need changing in order to correct the problem.



## **Project/Goal Focus**

The ability of an individual to maintain their direction in spite of obstacles in their path. The ability to stay on target, regardless of circumstance. This score is derived from a person's clarity and focus on their self-direction and their appreciation of structure and order.

### **Good scores:**

A person with a Good score in this capacity has a good ability to stay on track while involved in a project, even if there are unforeseen obstacles that occur during the process. They will tend to ignore the problems, but will stay on the path even if some event causes the course to be slightly altered. This person will also have the ability to keep a single task from diverting them from overall project goals.

### **Poor Scores:**

A person with a lower score in this area may tend to be easily swayed from the prescribed course of action. Their Project /Goal focus can change quickly and without much effort. They may require direct supervision in order to stay focused on a particular task or project.

## **Project Scheduling**

The ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe. This capacity will include the ability to minimize dependence on one critical function of production. It will also include identifying alternatives in work tasks and maximizing the physical facilities available.

### **Good score :**

A person with a Good score in this capacity can effectively allocate resources in an effective way so as to maximize their efficiency. They can make the best use of time; not wasting or allowing resources to sit idle.

### **Poor Score:**

A low score in this area indicates a person who has difficulty in dealing with the complexity of satisfying multiple demands with a limited number of resources in a limited amount of time.

## Quality Orientation

This capacity is a measure of a person's affinity for seeing details, grading them against a preset standard (internal or external) and identifying flaws. This is directly related to a person's preference for paying attention to detail. Whereas "attention to detail" is more a measure of how capable a person is to appropriately see detail, this capacity also measures their proclivity for such accuracy as well. Instead of simply ability it answers the question "how much of a desire do they have to ensure quality"?

### **Good score :**

A person with a Good score in this capacity will have an underlying desire to constantly evaluate things at a subconscious level, to be comparing them to predefined set of standards.

### **Poor Score :**

A low score in this area does not indicate the lack of ability to see details, but rather a lack of motivation to use their innate ability to see details to ensure that the quality of work is up to par. They either do not understand the standards, which have been set, or they are not capable of using their own judgment to set such standards for themselves.

## **Realistic Expectations**

The ability to have expectations of others that can realistically be met. These standards can be either in quality of production, or quality of performance.

### **Good score :**

A person with a Good score in this capacity will be able to accurately evaluate the capacities of a person and set standards and expectations at a realistic level. They can accept various performance levels and be open and accepting of a person who is not achieving at his/her maximum level.

### **Poor Score :**

A low score in this area indicates a person who is not capable of accurately judging the capacities of another person. They will expect a person to be able to perform at a level established by themselves, and not at the level of a person's actual abilities. People with unrealistic expectations have standards that they expect others to fulfill, even if they do not have the right or authority to set these standards.

## **Realistic Goal Setting (for others)**

The ability to set goals for others that can be achieved using available resources and operating within a projected timeframe. This capacity includes the ability to utilize previous measurable performance in the establishing of goals and/or quotas.

### **Good score :**

A person with a Good score in this capacity is adept at understanding the potential of another individual, weighting the requirements of a job against their abilities, and setting realistic/attainable goals for them to pursue.

### **Poor Score :**

A low score in this area indicates a person who may not have enough confidence to set goals where they should be. They may not have the drive to encourage others to achieve established goals; or they may not be able to see what is actually happening clearly enough to have a realistic view of the situation.

## **Realistic Personal Goal Setting**

The ability to set goals for one's self that can be achieved using available resources and operating within a projected timeframe. Whereas setting realistic goals for others involves the ability to evaluate others strengths and weaknesses, this capacity deals with a person's ability to accurately evaluate their own strengths and weaknesses, and to use this information to set achievable goals for themselves.

### **Good score :**

A person with a Good score in this capacity can clearly judge their own individual strengths and weaknesses, and weighting those against the task at hand, set realistic and attainable goals for them to pursue.

### **Poor Score :**

A low score in this area indicates a person who may not have enough confidence, or understanding, of his/her own abilities to set goals where they should be. They may not have an accurate picture of what their own capabilities are, and they will set their own goals either unrealistically high or low.

## **Relating to Others**

The ability to coordinate personal insights and knowledge of others into effective actions.  
The ability to make use of accurate interpersonal skills in interacting with others.

### **Good score :**

A person with a Good score in this capacity is able to establish a good rapport with others, as well as a feeling of comfort between themselves and others.

### **Poor Score :**

A low score in this area often indicates a person who feels the necessity to present an image of a person that is different from what they think they are. Not being comfortable with who we are can lead to others not feeling comfortable around us. It is very difficult to relate effectively with others, if you are not comfortable with yourself as a person.

## **Respecting Policies**

The ability of a person to see and appreciate the value of conducting business affairs according to the intent of company policies and standards.

### **Good score :**

A person with a Good score in this capacity generally understands the philosophies of the corporate structure and will strive to conduct business according to those standards. They will honor the concept of doing things according to the rules and regulations of the company.

### **Poor Score :**

A low score in this area indicates a person who does not have a clear picture, or concept, of the function of rules and regulations. They may feel that a company policy is only to be utilized when they are practical and functional, but whenever a policy hinders the effective and practical execution of their job, the policy can be ignored or broken. This does not mean that they actively seek to violate company policy for the sake of breaking rules, but rather that they may honestly feel that the policies are only guidelines to be used in the execution of their responsibilities, not laws always to be obeyed.



## **Respecting Property**

The ability of a person to see and appreciate the value of protecting and correctly using company property.

### **Good score :**

A person with a Good score in this capacity will generally have a clear perception of the correct value and use of company property. They will not likely be wasteful, yet they will use the property and resources in the effective execution of their responsibilities.

### **Poor Score :**

A low score in this area indicates someone who has a tendency to not be overly concerned with company property or resources. They may feel that company property and resources are there only as an aid to help them in the execution of their duties. However, if they do not value these resources for anything more than their assistance to their own job, they may be likely to lack any obligation to ensure resources and equipment are properly used. The lack of proper perspective in this area could cause a person to be wasteful.

## **Results Orientation**

The ability to identify actions necessary to achieve task completion and to obtain results. This ability will be manifested in a person's ability to meet schedules, deadlines, quotas and performance goals.

### **Good score :**

A person with a Good score in this capacity will view results as being important. They will lean towards tasks where the outcome or product occurs within a fairly short period of time. They need more direct rewards, abstract values and rewards are usually not as attractive to this person.

### **Poor Score :**

A person with a low score in this area does not tend to be motivated by external results. They may view the importance in a situation on one specific area, which may not equal results on its own (e.g., being fast, enjoying the work, and being perfect, etc.). This lack of focus on **all** the variables involved in achieving results could lead to the result being incomplete.

## **Role Awareness**

The ability of a person to be aware of his role in the world, or within a given environment. This is the ability to understand the expectations placed on a position, and to clearly see how those expectations are to be met.

### **Good score :**

A person with a Good score in this capacity will understand what it is that they are doing, what is expected of them, and how they are suppose to be doing it. Having this understanding will allow them to utilize their other personal strengths and abilities to fulfill the role which they are in.

### **Poor Score :**

A low score in this area indicates a lack of understanding for the role someone occupies. They are either unclear as to what it is they feel they should be doing, or they have not been informed adequately as to what the expectations are of their role or duties.

## **Role Confidence**

The ability to develop and maintain an inner strength based on the belief that one will succeed. Role Confidence is a combination of a person's ability to see their role clearly, to view it as being positive, practical and functional, and to see themselves as valuable in that role.

### **Good score :**

A person with a Good score in this capacity will be willing to give their opinions in situations where they do not have a thorough knowledge of all the particulars. They will most likely not be overly stubborn or insistent about their opinions.

### **Poor Score :**

A person with a low score in this area will probably not be very assertive in the majority of professional situations. They may also lack the security in their opinions about what it is that they are doing, or supposed to be doing, so that they become indecisive...not sure how to proceed.

## Seeing Potential Problems

The ability to structure current situations in an ongoing scenario and be able to identify developments that could cause problems in the future. This capacity involves the ability to break down a process into its component parts, identify the critical parts, and project the likelihood that problems will arise.

### **Good score :**

A person with a Good score in this capacity has the ability to integrate "now" events into futuristic structures and determine what potential problems might arise. This requires a very flexible perspective.

### **Poor Score :**

A person with a low score in this area may have limited flexibility in viewing situations or problems. They often have methods or standards through which they operate, and are not open to new or unique methods of operation. This person may also be a very "now" oriented person, choosing to solve problems as they arise rather than identifying them beforehand.

## Self Assessment

The ability to practically and objectively identify one's personal management strengths and weaknesses. The ability of a person to take the skills and techniques that they have gained in evaluating external situations and applying them to evaluating their own performance and abilities.

### **Good score :**

A person with a Good score in this capacity is capable of accurately evaluating his or her own strengths and weaknesses. They see themselves clearly.

### **Poor Score :**

A low score in this area indicates a person who does not judge his or her own capabilities accurately. They either under or over evaluate their abilities, and can get into trouble when setting their own goals and expectations.

## **Self Confidence**

This ability, often confused with self esteem, is the ability to develop and maintain inner strength based upon the desire to succeed, and a person's belief that they possess the capabilities to succeed.

### **Good score :**

A person with a Good score in this capacity will generally have a strong willingness to succeed based upon a combination of "drive" and functional knowledge. They believe in their abilities with accuracy.

### **Poor Score :**

A person with a low score in this area may either lack the drive in the practical or functional knowledge, or does not trust their own abilities to perform a task or fill a role.

## **Self Discipline (Sense of Duty)**

This is a measure of the strength one has in the norms with which they rule their own conduct. They feel a need to be consistent and true to themselves in their actions. It is the compulsion that one feels to be true to the ideals they have set for themselves.

### **Good score :**

A person with a Good score in this capacity will have an inner strength, which enables them to weather even difficult situations. Since this strength is internal, as opposed to coming from an external force such as society or a supervisor, it will provide a sense of strength which the person will be able to use to bolster their belief in a chosen direction or course of action.

### **Poor Score :**

A person with a low score in this area does not tend to focus an internal belief structure, and the lack of such an innate guide can result in a tendency to lack commitment to a chosen path or course of action. In difficult situations such a person may begin to question their own actions, or be easily swayed off course.



## **Self Direction**

Balanced self-direction originates with an internal drive to excel in a chosen career path. It requires one to have a strong desire to be “better” than they currently are, no matter how good they actually become.

### **Good score :**

A person with a Good score in this capacity will tend to set personal goals, operate with a passion in their endeavors, be open to change, and have a strong sense of duty to their own ideals and goals.

### **Poor Score :**

A person with a low score in this area may be lacking in a sense of mission and willingness to do more than is asked of them. They can be averse to change, and may not work up to their full potential.

## Self Esteem

The ability of a person to realize and appreciate their own unique self-worth. They base these feelings on internal factors, as opposed to external ones. This internal feeling of value allows them to appreciate themselves based not on what they do, what role they occupy or what success they attain, but rather how they judge themselves based on who they know themselves to be inside. This could also be considered the level of “self acceptance”.

### **Good score :**

A person with a Good score in this capacity is able to value themselves as a unique entity aside and apart from their role or ambition. They base their value on their own internal standards. This internal “happiness” with one’s self plays a crucial role in job performance and satisfaction.

### **Poor Score :**

A low score in this area can be a major deterrent and manifest itself in a person becoming dominant, “perfectionistic”, risk averse, and unable to handle criticism effectively. Such a person most likely tends to base their opinion of their own self-worth on the cultural programming of success, physical appearance, financial success, etc.

## Self Improvement

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “Self Improvement”.

“Self Improvement” This is the motivation that a person has based on the importance of improving oneself. This is motivation by the opportunity to obtain training and educational growth opportunities.

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator will cause a person to over-focus on strictly that motivation).*

## **Self Management**

An overall capacity comprised of multiple factors, which involve a person's ability to manage his or her own "self". Similar to a person's ability to manage others, which involves empathy, understanding, the ability to gain commitment and various other leadership qualities, this capacity measures a person's ability to marshal similar abilities toward managing themselves.

### **Good Score:**

A person with a good score in this capacity will be able to objectively and accurately assess their own strengths and developmental needs, and tend to be realistic in deciding what they are capable of doing and in what time they can do it.

### **Poor Score:**

A person with a poor score in this area may have trouble applying these capabilities towards themselves. This is not to say that they do not possess the proper tools to "manage." Rather, that they simply may not be very practiced at internalizing such efforts towards themselves. Without properly analyzing their own abilities they may fail to maximize their abilities to their fullest potential.

## **Self Starting Ability**

The ability to find one's own motivation for accomplishing a task, and the degree to which a person will maintain that course in the face of adversity. This capacity is somewhat dependant on a person's level of persistence, focus and initiative.

### **Good score :**

A good score in this capacity reflects a person who is adept at synchronizing their internal drivers (e.g., level of initiative, persistence, goal focus, etc.), and directing these combined abilities toward a common goal or task. They are also capable of marshalling these strengths on their own without much external supervision or motivation.

### **Poor Score :**

A poor score in this area may reflect a person who has some lesser abilities in one or more of the key areas mentioned above. They may tend to require greater external influence to accomplish their goals, or become distracted from the target more easily than someone with a higher score.

## Sense of Belonging

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “Sense of Belonging”.

“Sense of Belonging” This characteristic is a measurement of how a person is motivated by the importance of feeling they are part of a team, a member of a group. This person wants to feel that the people they work for/with respect them and in return have concern and respect for them as well.

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator will cause a person to over-focus on strictly that motivation).*

## Sense of Mission

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “Sense of Mission”.

“Sense of Mission” This is a measure of importance and commitment to one’s ideals and goals. The concept of performing well in jobs, simply for the purpose of doing a good job in whatever they are doing

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator will cause a person to over-focus on strictly that motivation).*

## **Sensitivity to Others**

The ability to be sensitive and aware of the feelings of others, but not to allow this awareness to get in the way of making objective decisions.

### **Good score :**

A person with a Good score in this capacity will respond to the concerns of others, even if they don't relate to the situation at hand.

### **Poor Score :**

A low score in this area is indicative of an inability to identify and relate with others on a personal level, such a person has a difficult time empathizing with the needs and concerns of those with whom they deal.



## Status and Recognition

Different cognitive values cause each person to have a different motivation. People with a more balanced value structure tend to have more “motivators” to which they are drawn. It is easier to provide this person with a reward structure that will motivate them to succeed. People with a very focused cognitive structure may have fewer motivating forces, but often they respond more intensely to them. There are 6 Motivating forces measured in this report. Below is the description for “Status and Recognition”.

“Status and Recognition” This is a measure of the importance of social role status and recognition to a person. It relates more to formal status and recognition than to informal or emergent status and more subtle types of recognition. Titles, authority, and competitive rewards are some of the things, which motivate these people. Over-emphasis on such motivation may cause a person to undervalue the means by which they can accomplish these rewards. The ends-justify-the-means can be a common mentality for someone who places more importance on this type of motivation.

*There are no “good” or “bad” scores in the category. It is simply an indication of the degree of influence each of the six “personal motivators” exerts on this individual. Ideally a balance will exist between these. An imbalance in this category (i.e., placing an inordinate amount of importance on any one motivator will cause a person to over-focus on strictly that motivation).*

## **Surrendering Control**

The ability of a person to surrender control of a given situation, or outcome, over to another person or group of people. The ability to be comfortable in a situation where a significant portion of the responsibility for achieving a goal lies in the hands of others.

### **Good score :**

A person with a Good score in this capacity will be comfortable with trusting other team members with the success of a mutual objective.

### **Poor Score :**

A person with a low score in this area will have difficulty turning responsibility over. When the results of a task will impact them...they want the control.

## Systems Judgment

Systems Judgment measures the balance of a person in getting things accomplished within the external system of people and things, within which one works. It is their affinity for schematic thinking.

### **Good score :**

A person with an ideal balance in this capacity will be able to achieve a balance between the need to work within a set of guidelines and operating outside of set boundaries, in order to accomplish goals. They can also tend to be proactive.

### **Poor Score :**

A person with a Poor Score will have an imbalance in this capacity which can lead to two extremes. *Over or under attention is presented under the first page of the report under the "Talent Equilibrium" graph.* Over-attention to the need for systems and order can lead to perfectionism and dogmatic inflexibility as to how things must be done (form over function). Under-attention to the concept of systems will result in individualistic behavior, a tendency to discount the importance of policies and planning, and become reactive instead of proactive. They fail to appropriately appreciate the importance of established systems and order.

## **Theoretical Problem Solving**

An abstract version of “Problem Solving Ability” this capacity involves a person’s ability to apply their problem solving ability in a mental scenario. Creating, operating and identifying problems in a hypothetical situation, then to manufacture the appropriate response to resolve the problem. The difference is that this takes place strictly in a person’s mind and requires very little qualitative data. They can imagine the situation.

### **Good score :**

A person with a Good score in this capacity is capable of identifying future problems, and formulating the appropriate steps, which would be needed to correct them. They are comfortable enough with their ability to take action on these decisions.

### **Poor Score :**

A person with a low score in this area will have difficulty in picturing such a future situation, and will often be unwilling to commit to a course of action until they have collected adequate data. They need some sort of proof that the direction in which they are headed is the correct one. They require more time and information before making a decision.

## **Timing**

The ability to accurately evaluate what is happening in such way that their statements, decisions and actions are effective, accurate and timely. This capacity evaluates a person's ability to look at the whole picture and effectively evaluate how their immediate request or action fits into the current timeframe

### **Good score :**

A person with a Good score in this capacity will be able to effectively interact with others by adjusting the timing with which he/she presents ideas, suggestions, criticism, or solutions.

### **Poor Score :**

A person with a low score in this area will tend to take inappropriate action, take the appropriate action at an inappropriate time, or a combination of both.

## **Understanding Attitude**

The ability to “read between the lines” in understanding such things as body language, reticence, stress and emotions.

### **Good score :**

A person with a Good score in this capacity will utilize more than simply words to gather information about another.

### **Poor Score :**

A low score in this area indicates a lacking in the ability to measure another’s attitude through indirect signs or signals.

## **Understanding Motivational Needs**

The ability to understand the needs and desires of employees enough that this knowledge may be used to motivate them to succeed. The ability to encourage a self-starting, active pursuit of goals and objectives

### **Good score :**

A Good score in this area is indicative of someone who understands that everyone is unique, and motivated by different things. They value individual desires and take the time to get to know an individual's specific motivators.

### **Poor Score :**

A person with a Good score in this capacity will tend to discount the importance an individual's desires and needs play in regards to managing or motivating that person.

## **Understanding Prospect's Motives**

**(See "Understanding Motivational Needs")**



## Using Common Sense

This capacity is determined by the person's focus on practical thinking, their ability to see the world clearly, and their general intelligence, as reflected in their scores in empathy, practical thinking, and organizational ability.

### **Good score :**

A person with a Good score in this capacity will have use of everyday, informal knowledge that has not been formally evaluated and placed in the decision making process. The utilization of common sense in the decision making process appears to be more of a natural reflex than a logical thinking process.

### **Poor Scores:**

A person with a low score in this capacity might be encouraged to use solid record keeping, organizational skills, and other tools, which aid them in obtaining a better, more objective decision.