



Sam Sample

February 19, 2021

AI Report: - Attribute Index - Leadership

This Innermetrix Attribute Index was authored by Jay Niblick, the Founder and CEO of Innermetrix. It is the modern interpretation of Dr. Robert S. Hartman's Formal Axiology, a science that helps us understand how we reason and make decisions. The six core dimensions examined herein play a vital role in how we see the world, and respond to it. This Attribute Index will help you understand how you reason and make judgments or decisions.



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Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

The Personal Style: People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

The Practical Style: People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

The Analytical Style: People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.



We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.



External Decision Making Pattern Summary

You are very well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be very competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills.

You are a versatile, quick learner in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales actually requires less than excellent empathy). Overall development levels in all three dimensions are equal and all are highly developed. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

Versatility in dealing with people, performance or systems equally

Quick learning ability in a wide variety of business areas

Stability, dependability

Over-all very good to excellent business and people management potential

Understanding and communicating with others

Planning and organizing

Schematic thinking

Minimizers

Gets easily bored with limited tasks and responsibilities

May become anxious if all three areas (people, performance and Systems) aren't utilized.

May have too much ability for certain jobs that don't require all three areas of thought.

Can get easily bored or feel unchallenged if all three areas are not capitalized

Motivators

Decision-making freedom

Multi-faceted challenges

Independence

Personal relationships

Status and recognition

Sense of belonging



Needs for Growth

Personal identification with personal needs, desires and systems. Understanding how balanced high scores may impact roles, duties and objective success of a given position.

Targets for Reinforcement (R) and Development (D)

Empathetic Outlook (R)

Practical Thinking (R)

Systems Judgment (R)

Preferred Environment

An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role which allows the most complete usage of all three external dimensions of thought.



Internal Decision Making Pattern Summary

The medium self-actualized clarity pattern is ideally balanced. Although all three dimensions are balanced very well, all three of them are in the 66th percentile of potential development. You are completely balanced between valuing yourself for your own true unique abilities and worth, your role/s in life and the way in which you carry out those roles now and in the future. You possess a good internal source of energy or strength. Your abilities for self-esteem, handling stress, remaining committed, being persistent and having results orientation are good. You are probably comfortable in a wide variety of situations, both social and business. Your overall level of development for the People, Tasks and Systems dimensions is moderate. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

- Good sense of self ability
- Generous, easy going, dependable
- Good self awareness
- Good role appreciation
- Good problem management

Minimizers

- Trouble with getting easily bored with status in life that fails to challenge all three dimensions of thought personally
- Overall level of development in all three core areas
- Self assessment
- Personal commitment
- Sense of mission

Motivators

- Self improvement
- Material possessions
- Sense of mission

Needs for Growth

To increase your clarity scores for each of the three dimensions of thought.



Targets for Reinforcement (R) and Development (D)

Self esteem (D)

Role awareness (D)

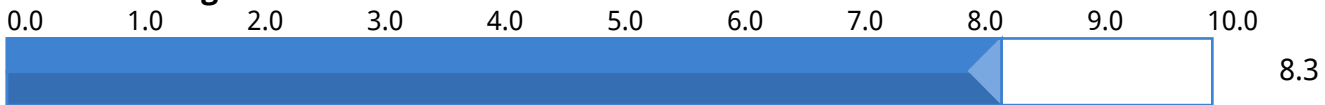
Self direction (D)



This graph summarizes the 7 Categories that comprise this Talent Profile. A description and mean score for each category is on the following page.

Report Component Graphs

1. Envisioning an Outcome



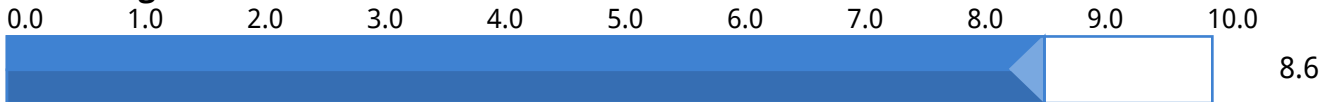
2. Understanding Your Supporters



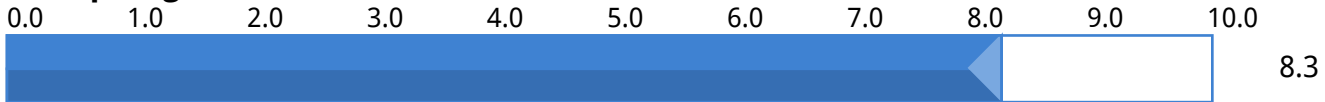
3. Communicating Your Vision



4. Serving Others



5. Inspiring Others



6. Guiding Others



7. Developing Yourself



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1. Envisioning an Outcome (8.3)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Stephen Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (8.7)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (7.3)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (8.6)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.



5. Inspiring Others (8.3)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (7.7)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

7. Developing Yourself (6.5)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.



Category Description

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Stephen Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Graphs

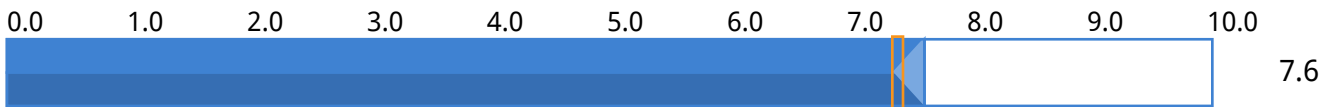
Conceptual Thinking



Initiative



Persistence



Project and Goal Focus



Results Orientation



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Category Component Descriptions

Conceptual Thinking (8.8)

evaluates Sam's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Initiative (7.8)

evaluates Sam's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (7.6)

evaluates Sam's ability to stay on course in times of difficulty.

Project and Goal Focus (8.3)

evaluates Sam's ability to stay on target regardless of circumstances.



Results Orientation (8.8)

evaluates Sam's ability to identify the actions necessary to complete tasks and to obtain results.

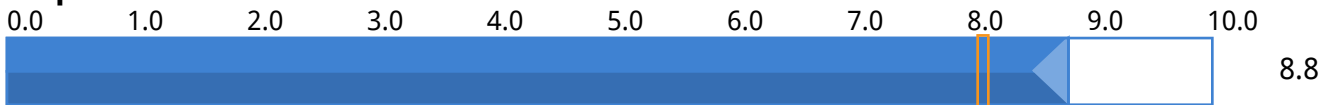


Category Description

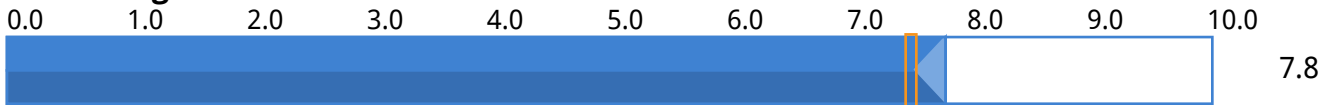
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Category Component Graphs

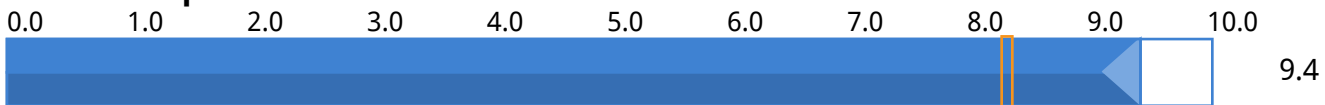
Empathetic Outlook



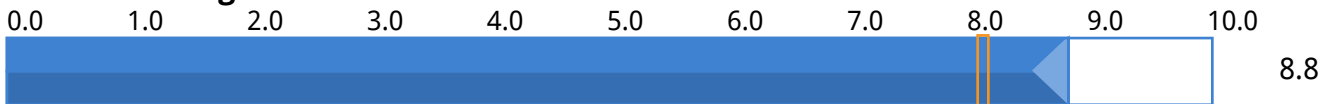
Evaluating What Is Said



Realistic Expectations



Understanding Attitude



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Category Component Descriptions

Empathetic Outlook (8.8)

evaluates Sam's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating What Is Said (7.8)

evaluates Sam's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

Realistic Expectations (9.4)

evaluates whether Sam's expectations (in either quality of production or quality of performance) of others can realistically be met.

Understanding Attitude (8.8)

evaluates Sam's ability to read between the lines and to understand body language, reticence, stress, and emotions.



Category Description

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

Category Component Graphs

Conveying Role Value



Personal Commitment



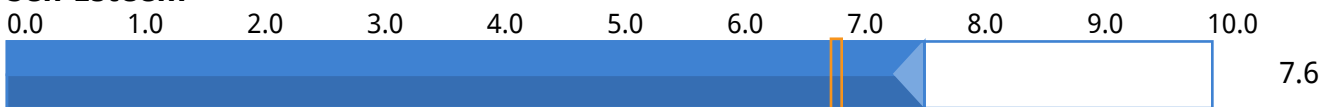
Self Confidence



Self Direction



Self Esteem



Sam Sample

Category Component Descriptions

Conveying Role Value (7.5)

evaluates Sam's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Personal Commitment (7.0)

evaluates Sam's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Self Confidence (7.5)

evaluates Sam's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.



Self Direction (6.7)

evaluates Sam's internal drive to excel in and believe in his chosen career path.

Self Esteem (7.6)

evaluates Sam's ability to realize and appreciate his own unique self worth.

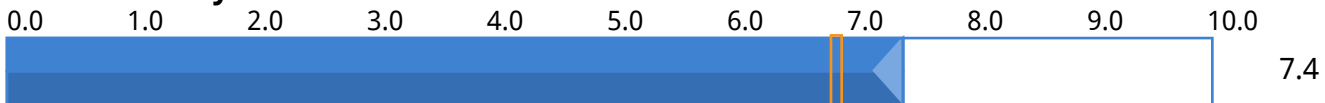


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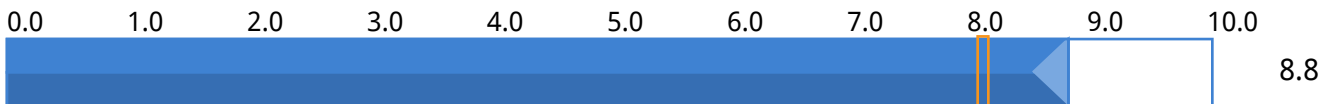
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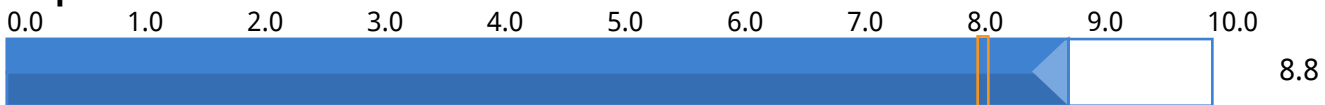
Accountability For Others



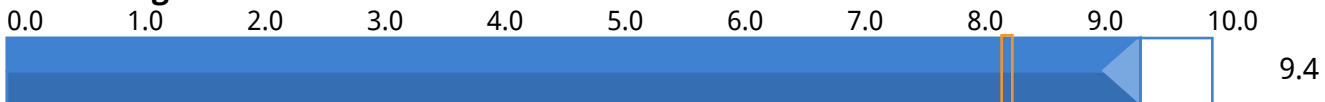
Attitude Toward Others



Empathetic Outlook



Evaluating Others



Sam Sample

Category Component Descriptions

Accountability For Others (7.4)

evaluates Sam's ability to be responsible for the consequences of the actions of those whom he manages.

Attitude Toward Others (8.8)

evaluates Sam's ability to maintain a positive, open and objective attitude towards others.

Empathetic Outlook (8.8)

evaluates Sam's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating Others (9.4)

evaluates Sam's ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.



Category Description

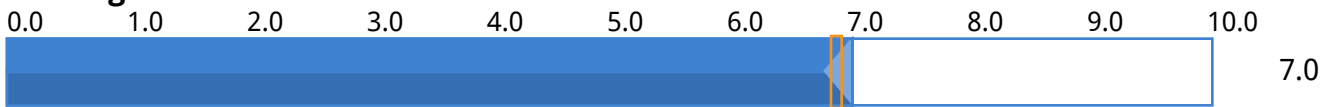
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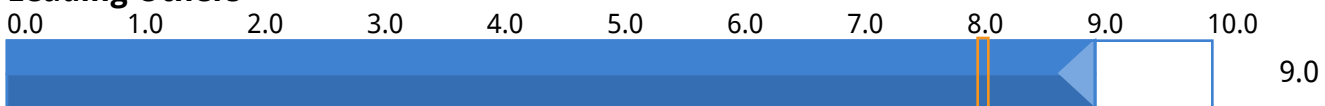
Developing Others



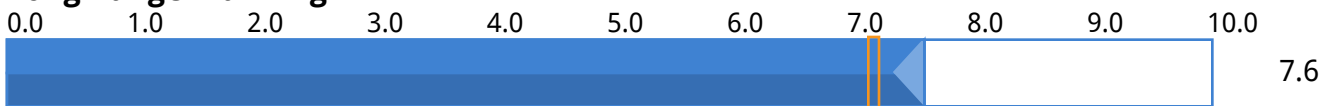
Gaining Commitment



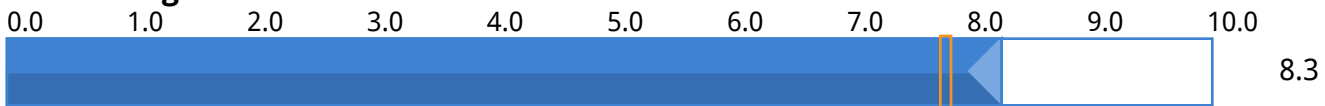
Leading Others



Long Range Planning



Persuading Others



Sam Sample

Category Component Descriptions

Developing Others (9.4)

evaluates Sam's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Gaining Commitment (7.0)

evaluates Sam's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

Leading Others (9.0)

evaluates Sam's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.



Long Range Planning (7.6)

evaluates Sam's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (8.3)

evaluates Sam's ability to present his viewpoint in such a way that it is accepted by others.

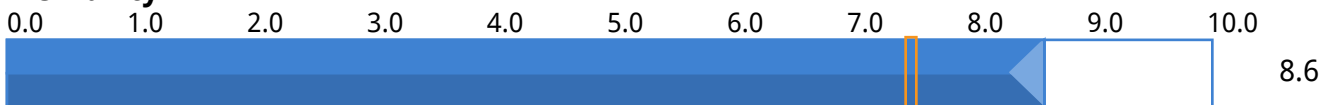


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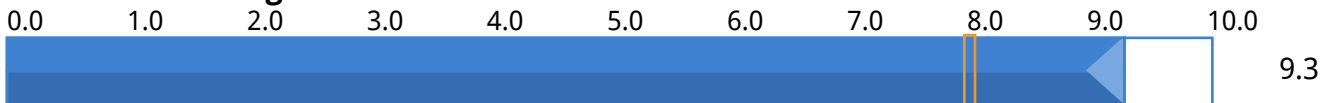
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Category Component Graphs

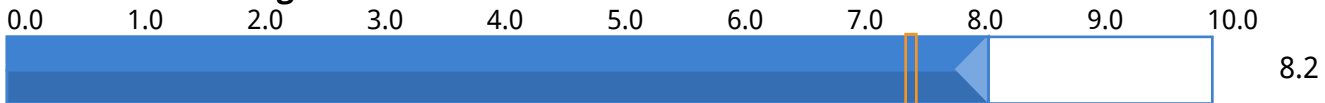
Flexibility



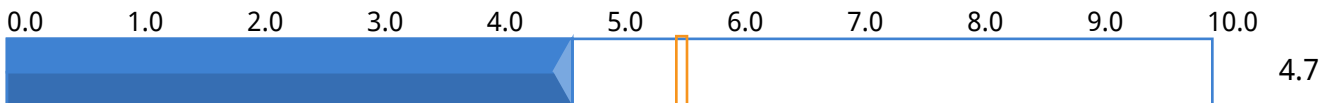
Practical Thinking



Proactive Thinking



Self Control



Sam Sample

Category Component Descriptions

Flexibility (8.6)

evaluates Sam's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Practical Thinking (9.3)

evaluates Sam's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Proactive Thinking (8.2)

evaluates Sam's ability to determine the future implications of current decisions and actions.

Self Control (4.7)

evaluates Sam's ability to remain calm, rational and objective internally when faced with an external stressful and emotional situation.



Category Description

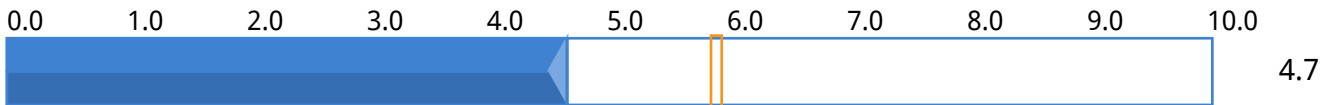
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Category Component Graphs

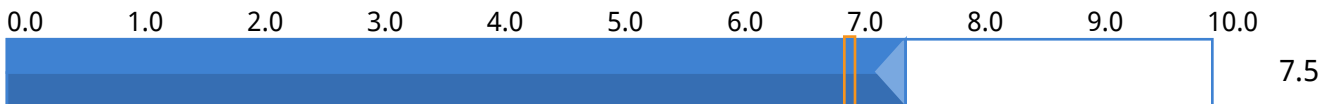
Role Awareness



Self Assessment



Self Confidence



Self Direction



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Category Component Descriptions

Role Awareness (7.4)

evaluates Sam's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

Self Assessment (4.7)

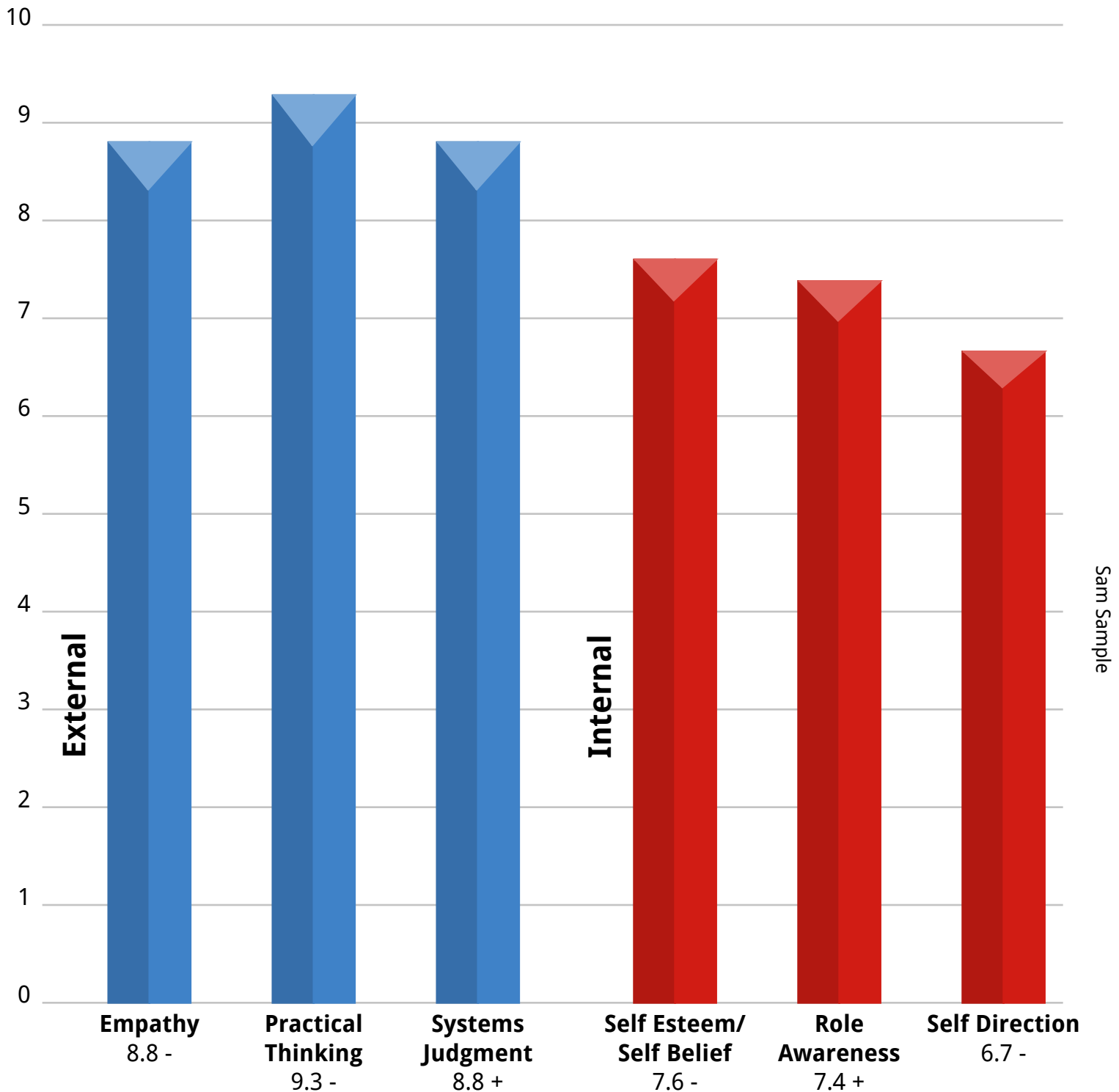
evaluates Sam's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (7.5)

evaluates Sam's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (6.7)

evaluates Sam's internal drive to excel in and believe in his chosen career path.





- Following Directions (10.0)
- Integrative Ability (10.0)
- Problem and Situation Analysis (10.0)
- Realistic Goal Setting For Others (10.0)
- Seeing Potential Problems (10.0)
- Theoretical Problem Solving (10.0)
- Correcting Others (9.6)
- Using Common Sense (9.6)
- Developing Others (9.4)
- Evaluating Others (9.4)
- Freedom From Prejudices (9.4)
- Problem Solving (9.4)
- Realistic Expectations (9.4)
- Sensitivity To Others (9.4)
- Understanding Motivational Needs (9.4)
- Concrete Organization (9.3)
- Practical Thinking (9.3)
- Respect For Property (9.3)
- Status and Recognition (9.3)
- Attention To Detail (9.0)
- Leading Others (9.0)
- Quality Orientation (9.0)
- Attitude Toward Others (8.8)
- Conceptual Thinking (8.8)
- Emotional Control (8.8)
- Empathetic Outlook (8.8)
- Handling Rejection (8.8)
- Human Awareness (8.8)
- Monitoring Others (8.8)
- Personal Relationships (8.8)
- Relating To Others (8.8)
- Respect For Policies (8.8)
- Results Orientation (8.8)
- Sense of Belonging (8.8)
- Systems Judgment (8.8)
- Understanding Attitude (8.8)
- Flexibility (8.6)
- Sense of Timing (8.5)
- Consistency and Reliability (8.3)
- Project and Goal Focus (8.3)
- Self Starting Ability (8.3)
- Problem Management (8.3)
- Persuading Others (8.3)
- Creativity (8.2)
- Intuitive Decision Making (8.2)
- Surrendering Control (8.2)
- Proactive Thinking (8.2)
- Personal Accountability (8.0)
- Job Ethic (8.0)
- Evaluating What Is Said (7.8)
- Diplomacy (7.8)
- Initiative (7.8)
- Personal Drive (7.8)
- Handling Stress (7.6)
- Long Range Planning (7.6)
- Self Esteem (7.6)
- Self Improvement (7.6)
- Persistence (7.6)
- Conveying Role Value (7.5)
- Enjoyment Of The Job (7.5)
- Role Confidence (7.5)
- Self Confidence (7.5)
- Accountability For Others (7.4)
- Material Possessions (7.4)
- Project Scheduling (7.4)
- Role Awareness (7.4)
- Attitude Toward Honesty (7.3)
- Realistic Personal Goal Setting (7.2)
- Gaining Commitment (7.0)
- Meeting Standards (7.0)
- Personal Commitment (7.0)
- Self Management (6.8)
- Self Direction (6.7)
- Self Discipline and Sense of Duty (6.7)
- Sense of Mission (6.7)
- Balanced Decision Making (6.5)
- Self Control (4.7)
- Self Assessment (4.7)