

THE MANAGEMENT ATTRIBUTE INDEX™

John Doe

Manager

TTI

1-1-2003

CRITICAL MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : John Doe

CONCRETE ORGANIZATION: What is John's current ability to understand the immediate concrete needs of a situation, and is he able to establish an effective plan of action for meeting those needs?

0 1 2 3 4 5 6 7 8 9 10



5.6 FAIR

HANDLING STRESS: What is John's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with his ability to perform up to his potential.

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

LEADING OTHERS: The ability to organize and to motivate people into getting things accomplished is key to leadership. How capable is John at doing this in a way that makes everyone feel a sense of order and direction?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PROJECT SCHEDULING: What is John's level of understanding of how to make the best use of time and resources to get things done within a defined time frame?

0 1 2 3 4 5 6 7 8 9 10



4.2 POOR

QUALITY ORIENTATION: What is John's affinity for seeing details, grading them against a preset standard (either his own or one externally assigned) and identifying flaws?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

SELF CONTROL: What is John's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to John's external actions when stressed, this capacity is an assessment of his ability to remain calm inside.

0 1 2 3 4 5 6 7 8 9 10



8.7 VG

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

CRITICAL MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : John Doe

UNDERSTANDING MOTIVATIONAL NEEDS: How well does John understand the needs and desires of others, and how well does he use this knowledge to motivate them to succeed?

0 1 2 3 4 5 6 7 8 9 10



6.6

FAIR

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

THE MANAGEMENT ATTRIBUTE INDEX™ SUMMARY

This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

COMPONENT ANALYSIS FOR : John Doe

HUMAN RESOURCE MANAGEMENT

0 1 2 3 4 5 6 7 8 9 10



5.5 FAIR

PERFORMANCE MANAGEMENT

0 1 2 3 4 5 6 7 8 9 10



7.1 GOOD

PLANNING AND ORGANIZING

0 1 2 3 4 5 6 7 8 9 10



6.3 FAIR

PRODUCTION MANAGEMENT

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

SELF MANAGEMENT

0 1 2 3 4 5 6 7 8 9 10



6.5 FAIR

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

HUMAN RESOURCE MANAGEMENT

"Is John an effective manager of others?" This measures John's ability to find, develop and retain the people that are vital to both his organization and his personal success.

COMPONENT ANALYSIS FOR : John Doe

CORRECTING OTHERS: How well does John confront controversial or difficult issues in an objective manner? Can he have non-emotional discussions about disciplinary matters?

0 1 2 3 4 5 6 7 8 9 10



5.8 FAIR

DEVELOPING OTHERS: How developed is John's ability to understand the needs, interests, strengths and weaknesses of others, and can he then effectively use this information for the purpose of developing others?

0 1 2 3 4 5 6 7 8 9 10



8.6 VG

EVALUATING OTHERS: How realistic and accurate are the judgments that John tends to make about others? Does John clearly see their strengths and weaknesses and understand their manner of thinking, acting, and behaving?

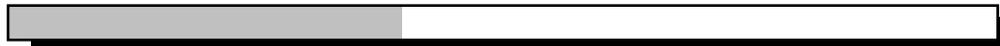
0 1 2 3 4 5 6 7 8 9 10



6.6 FAIR

LEADING OTHERS: The ability to organize and to motivate people into getting things accomplished is key to leadership. How capable is John at doing this in a way that makes everyone feel a sense of order and direction?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

MONITORING OTHERS: What is John's ability to focus on the actions and decisions of others in a practical and pragmatic way in order to identify both their strengths and their weaknesses?

0 1 2 3 4 5 6 7 8 9 10



6.6 FAIR

REALISTIC GOAL SETTING FOR OTHERS: When setting goals for others how capable is John at appropriately assessing their personal abilities, the organizational resources available to them and the time allowed for completion of a goal? Does he set achievable stretch goals, or do they tend to be unrealistic?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PERFORMANCE MANAGEMENT

"Can John keep others focused?" Closely tied to Human Resource Management, this category expands that examination of John's abilities to include his aptitude for motivating others to success. This involves his ability to be aware of others, convey a role's value, gain commitment and understand the motivational needs of others.

COMPONENT ANALYSIS FOR : John Doe

CONVEYING ROLE VALUE: To what point is John currently capable of using his own capacities (for empathy, interpersonal relationships and leadership) to instill in an employee a sense of value for the task at hand?

0 1 2 3 4 5 6 7 8 9 10



9.5 EX

GAINING COMMITMENT: How proficient is John at developing and invoking a self-motivating attitude in his employees or co-workers in the pursuit of their goals?

0 1 2 3 4 5 6 7 8 9 10



8.2 VG

HUMAN AWARENESS: At this time, is John sufficiently capable of being conscious of the feelings and opinions of others? Does he see the unique individual value of other people instead of just seeing their organizational role or value?

0 1 2 3 4 5 6 7 8 9 10



4.2 POOR

UNDERSTANDING MOTIVATIONAL NEEDS: How well does John understand the needs and desires of others, and how well does he use this knowledge to motivate them to succeed?

0 1 2 3 4 5 6 7 8 9 10



6.6 FAIR

PLANNING AND ORGANIZING

"Is John an effective planner and organizer?" This category measures John's conceptual abilities and how he applies them to organizing and setting direction. These include long-range planning ability, concrete organizing, proactive thinking and being able to see the big picture.

COMPONENT ANALYSIS FOR : John Doe

CONCEPTUAL THINKING: How well can John readily see the big picture to determine which direction to take, and how well does he use resources to attain future goals?

0 1 2 3 4 5 6 7 8 9 10



9.7 EX

CONCRETE ORGANIZATION: What is John's current ability to understand the immediate concrete needs of a situation, and is he able to establish an effective plan of action for meeting those needs?

0 1 2 3 4 5 6 7 8 9 10



5.6 FAIR

LONG RANGE PLANNING: What are John's natural abilities as they relate to being able to identify and evaluate resources and to then plan for their utilization throughout the execution of comprehensive, long-range projects?

0 1 2 3 4 5 6 7 8 9 10



6.5 FAIR

PROACTIVE THINKING: At this time what is John's capability for accurately making predictive decisions? Does he factor future indications into his present actions, or does he tend to be more reactive, waiting until such time as all the information is actually at hand?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PRODUCTION MANAGEMENT

"How well does John handle the dual responsibilities of managing human and physical resources?" Effectively managing both people and production requires a unique blend of abilities including project scheduling, problem/situation analysis, problem solving ability, results orientation, quality orientation and problem management.

COMPONENT ANALYSIS FOR : John Doe

PROBLEM AND SITUATION ANALYSIS: To what degree can John identify the critical activities in a process? Is he able to break down the process into its component activities and understand what needs to be corrected?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PROBLEM MANAGEMENT: To what extent is John able to identify the key issues that are part of a problem, understand what is really happening, then use that knowledge to formulate a solution to that problem?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PROBLEM SOLVING: How good is John at identifying the key components that are causing a problem, as well as choosing the best option available for resolving it and completing the task?

0 1 2 3 4 5 6 7 8 9 10



4.6 POOR

PROJECT SCHEDULING: What is John's level of understanding of how to make the best use of time and resources to get things done within a defined time frame?

0 1 2 3 4 5 6 7 8 9 10



4.2 POOR

QUALITY ORIENTATION: What is John's affinity for seeing details, grading them against a preset standard (either his own or one externally assigned) and identifying flaws?

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

RESULTS ORIENTATION: What is John's ability to identify the actions necessary to complete tasks and to obtain results?

0 1 2 3 4 5 6 7 8 9 10



6.9 GOOD

SELF MANAGEMENT

"Is John an effective manager of John?" This category takes a look at how John manages himself and the capacities he possesses to allow him to develop himself.

COMPONENT ANALYSIS FOR : John Doe

HANDLING STRESS: What is John's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with his ability to perform up to his potential.

0 1 2 3 4 5 6 7 8 9 10



4.0 POOR

PERSONAL ACCOUNTABILITY: How likely is John to be responsible for the consequences of his own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?

0 1 2 3 4 5 6 7 8 9 10



9.5 EX

SELF ASSESSMENT: How proficient and practiced is John at taking his ability to evaluate the skills and techniques of others and turning it inward to evaluate himself in a similar fashion?

0 1 2 3 4 5 6 7 8 9 10



5.9 FAIR

SELF CONFIDENCE: To what degree does John tend to develop and maintain an inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed?

0 1 2 3 4 5 6 7 8 9 10



6.1 FAIR

SELF CONTROL: What is John's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to John's external actions when stressed, this capacity is an assessment of his ability to remain calm inside.

0 1 2 3 4 5 6 7 8 9 10



8.7 VG

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does John feel the need to be consistent and true to himself in his actions? Can he rule his own conduct and remain true to his ideals?

0 1 2 3 4 5 6 7 8 9 10



8.6 VG