



THE ATTRIBUTE INDEX™ COACHING REPORT

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

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INTRODUCTION

The Attribute Index and the Dimensions of Thought

Over fifty years of scientific research has revealed that there are three distinct dimensions in the process of thinking: people, tasks, and systems. These three "dimensions of thinking" are involved in every judgment or decision we make.

The three dimensions of thinking are:

The People Dimension: Intense personal involvement with, concentration on, or investment in specific people. This dimension involves acknowledging people as unique individuals. Examples include love, empathy, creativity, conscience, etc.

The Tasks Dimension: The real, practical world and the things in it. This is the dimension of thinking that involves things as they compare with other things, relative or practical thinking. Examples include elements of the real, material world, comparisons of good/better/best, and seeing people, tasks or things as they compare with other people or things in their class.

The Systems Dimension: Black or white, formal ideas of how things should or should not be, all or nothing. This dimension is the one of definitions or ideals, goals, structured thinking, policies, procedures, rules, laws, oughts and shoulds.

People use all three of these dimensions in their thought processes. It is the ratio with which we apply them that makes us different from one another. We all have different balances of the three dimensions; that's what makes our decisions and actions different from each other's. These dimensions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses.

It is this understanding of our individual strengths and weaknesses that will enable us to affect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.



EXTERNAL DESCRIPTION

Societal (High)

Pattern Description:

Jane tends to interpret situations in terms of people and their social and work relationships first, and then the relationships to the larger system or structure within which these people exist. Social behavior and productive application of human resources take precedence over system and organization or compliance with the existing structure or set of rules. She has a very good to excellent ability for empathetic and pragmatic thinking with good to very good systemic thinking ability. This means that she is someone who values people and their needs as important and balances this importance with business objectives in a good way. Her lower valuation of the Systems Dimension implies that she is not as concerned about having strict order or structure. Her overall development levels in the People and Tasks Dimensions are equal and high, while the Systems Dimension is moderate but under developed in comparison. Level of development speaks to an individual's ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able she is to use it; therefore, the better she is at it.

Strengths:

- Teamwork or any group effort
- Interpersonal communication
- Empathy
- Practical thinking
- Understanding others
- Planning and organizing
- Balancing performance and people needs with goal demands

Weaknesses:

- Appreciation for authority, rules and regulations as compared to that of people and results
- May tend to prefer production deadlines or personnel needs in favor of rules or systemic guidelines
- Systems Dimension thinking

Externally Motivated By:

- Financial security
- Peer recognition
- Family needs
- Status and recognition
- Personal relationships



EXTERNAL DESCRIPTION

Needs For Growth:

Develop better two-way communication with authority figures, and greater balance between appreciation for set rules, parameters, order or structure and people and performance objectives.

Potential targets for reinforcement or possible development:

- Results Orientation
- Problem Solving
- Relating to Others

Preferred Environment:

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership.

External Emotional Bias Description:

Jane's external emotional bias is the degree of optimism or pessimism with which she tends to view the world around her. Each of us can choose to see things in an overly positive or negative light but having a neutral view is preferential.

Her emotional bias shows that she is a person who guards or watches to keep or maintain order. Her emotional bias could be interpreted as the "true believer" because she can become very dogmatic about the order or structure that she supports. In extreme cases she could even have blind loyalty toward the preferred order and thus would be dependent on its rules to guide her own behavior. The People Dimension is negatively viewed demonstrating some distance from others, or trouble understanding them, possibly even distrust of them. The Tasks Dimension is negatively viewed as well which could result in feelings of being "outside" the group or a tendency to be overly focused on problems within the group. In the Systems Dimension the overvaluation of rules reveals a strong preference for external order or structure. In stressful situations she could even become dogmatic towards having things done "the right way," even at the expense of people and personal needs or objective deadlines. However, she normally prefers to have plans clearly laid out and has a strong desire to comply with all rules. (-,-,+)



INTERNAL DESCRIPTION

Performer (High)

Pattern Description:

Jane primarily values or appreciates herself through her work or primary social roles (business and personal). She places most of the emphasis for her self worth on actually doing or performing the work or these primary roles. She does not value herself as much for her true inner self, regardless of position or performance, as she could. This can keep her from achieving a much higher level of self-esteem or self-respect. She also has some questions about where she wants to go in the future. Her internal mission statement might appear a little fuzzy to her at this time, which could lead her to become more reactive than proactive. Her overall level of development in the Tasks Dimension is high, the highest of the three. She has an equal, but moderate, level of development in the People and Systems Dimensions. Level of development speaks to her ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able she is to use it; therefore, the better she is at it.

Strengths:

- Identification of self with primary social or professional role
- Understanding what she wants to do
- Highly committed to her endeavors
- "Keep at it" attitude

Weaknesses:

- Self esteem vulnerability due to loss of social or professional role
- Internal sense of direction or mission statement to follow
- Goal focus

Internally Driven By:

- Professional or role challenges or demands
- Material possessions



INTERNAL DESCRIPTION

Needs For Growth:

To improve her self value apart from professional or role successes.

Potential targets for reinforcement or possible development:

- Internal Self Control
- Self-Discipline/Sense of Duty
- Persistence

Internal Emotional Bias Description:

Jane's internal emotional bias is the degree of optimism or pessimism with which she tends to view herself and her life. Each of us can choose to see things in an overly positive or negative light but having a neutral view is preferential.

She is clear on who she is as a person and accepting of her true limitations and strengths. She is realistic about herself for the most part. She does, however, tend to view her job or major life roles as something that could never truly fulfill her as a person. These things are seen by her as merely a means to an end that allows her to meet other more internal needs for self-expression. Due to this attitude, it is very unlikely that she would become burned out in a job or that she would over sacrifice herself. (+,-,+)



Summary of Strengths & Weaknesses

The key lies in being able to measure these individual preferences in the way we think, and understanding how they shape our decisions. It is this understanding of our individual strengths and weaknesses that will enable us to effect change in our lives and achieve greater personal success. It is only by first understanding something that we are then able to change it.

The top five and bottom five scores on your core Attribute List determines the information below. Please take the national mean and the requirements of your position into consideration when determining a development plan.

Strengths

- Realistic Goal Setting for Others
- Correcting Others
- Realistic Expectations
- Evaluating Others
- Sensitivity Toward Others

Weaknesses

- Self Management
- Self Discipline and Sense of Duty
- Self Direction
- Self Assessment
- Internal Self Control



Realistic Goal Setting for Others

Realistic Goal Setting for Others is the ability to set goals for others that can be achieved using available resources, personnel capabilities and operating within a projected timeframe. This capacity includes the ability to utilize previous measurable performance in the establishing of goals and/or quotas.

Possible Strengths:

- Coordinates individual goals with corporate or organizational directives.
- Is proactive about setting high goals for him/herself and achieving them.
- Sets goals for each person that are challenging but not defeating.

Continuous Development:

- Keep your highest performers enthusiastic!
- Keep tasks and consequences for failure or success separate from the person being supervised.
- Be specific when assigning any new goal or duty.



Correcting Others

Everyone knows that there are many occasions on which an individual must be able to be objective and non-emotional during difficult discussions. People have all experienced controversy and arguments in the workplace. Anyone who has supervised employees or managed a work group knows that it is even more difficult addressing performance issues or disciplinary matters with a subordinate.

Correcting Others is an individual's ability to confront controversial or difficult issues in an objective manner. It is a person's ability to have non-emotional discussions about disciplinary matters. This capacity is directly related to a person's balance in his or her ability to evaluate others and be empathetic.

Possible Strengths:

- Provides constructive criticism to an individual without insulting or degrading.
- Adequately balances and addresses the needs of the situation versus the needs of the individual.

Continuous Development:

- Develop performance goals for individuals in order to have a framework for discussing performance issues.
- Maintain the respect and trust of employees in all situations, not just emotionally charged or difficult ones.



Realistic Expectations

Realistic Expectations is 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 and are based on a balance of ones understanding of the environment and the people in it.

Possible Strengths:

- Expresses confidence in others' ability to perform, regardless of skill level.
- Makes assignments based on individual abilities and interests, not his or her own personal standards.
- Sets challenging but realistic expectations.

Continuous Development:

- Conduct assessment meetings after important assignments are complete.
- Be available to team members and employees whenever they need assistance.
- Make regular observations and progress reports for employees or team members.



Evaluating Others

Evaluating Others is 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 well or poorly in a specific task, identifying whether the performance factor was caused by the person or something in the environment. This ability does not necessarily rely on an individual's ability to quantitatively measure another's performance, but rather on his or her ability to discern the key components of the person's performance and accurately predict levels of performance in future or different tasks. This involves the ability to use a strong gut-intuition. Success in this capacity is dependent on the absence of undue prejudice, or bias.

Possible Strengths:

- Is cautiously optimistic yet realistically objective about other people's capabilities.
- Builds, develops, and sustains instincts in terms of evaluating others, but supports that instinctive evaluation with objective data.
- Uses objective data over gut instinct wherever possible.

Continuous Development:

- Look for patterns in people's behavior and use that information to interact with them in future situations.
- Recognize that everyone has strengths and weaknesses.
- Seek information about other people's motivations and values.



Sensitivity Toward Others

The most critical aspect of Sensitivity Toward Others is paying attention-on a day-to-day basis and on a larger scale. Not only must a person notice small details about people's reactions on an individual basis, but also he or she must be able to form a larger emotional picture of each person based on what a person knows of them.

Possible Strengths:

- Good listener.
- Recognizes that people like and need to feel important.
- Does not over react-stays calm and cool in emotional situations.

Continuous Development:

- Take course correction if needed.
- If in a difficult situation, or lack of agreement with another person, agree to resume the conversation later and/or seek mediation.
- Be tactful-know what to say and how to say it with power and persuasion without making enemies.



Self Management

The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames is Self Management.

This is an overall capacity comprised of multiple factors, which involve a person's ability to manage his or her "self". Similar to one'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 self. It requires introspection and self-objectivity.

Possible Limitations:

- May need direction in order to pursue business activities.
- Allows for interruptions and, therefore, wastes time.
- May need external motivation to give the required amount of activity to a specific project.

Developmental Suggestions:

- Prioritize items received in your inbox.
- Schedule time during the day to respond to emails, voicemails or snail mail.
- Don't procrastinate.



Self Discipline and Sense of Duty

Sense of Discipline is a measure of the strength an individual has in the norms with which he or she rules his or her own conduct. Feeling a need to be consistent and true to oneself in ones actions. It is the compulsion that an individual feels to be true to the ideals set for oneself. This capacity is strongly influenced by the capacity, 'Self Direction' since one must first be clear as to where he or she is going before being able to establish rules of conduct on that journey.

Possible Limitations:

- May be easily swayed by external forces.
- May lack commitment to a chosen path or course of action.
- In difficult situations, may question own actions.

Developmental Suggestions:

- Define guiding principles.
- Make careful plans for achieving goals.
- Respect other people's convictions.



Self Direction

Strong Self Direction originates with an internal drive to excel in a chosen career path. If Role Awareness is a person's "objective", then 'Self-Direction' is the "path" to that objective, or the way in which a person envisions fulfilling roles. This fact makes this capacity somewhat dependent on Role Awareness since you first need an objective before a person can determine the path to that objective. It also requires an individual to have a strong desire to be "better" than he or she currently is, no matter how good the individual actually becomes.

Possible Limitations:

- May only do what is asked.
- May be averse to change.
- May not work up to full potential.

Developmental Suggestions:

- When a mistake is made, turn it into a learning experience.
- Remember, the easiest and most efficient way to do something is not always the most effective.
- Keep raising the bar. (Don't compete with other people compete with own personal best).



Self Assessment

Self Assessment is the ability to practically and objectively identify personal management strengths and weaknesses. This is the ability to take the skills and techniques gained in evaluating external situations and applying them to the evaluation of own performance and abilities.

Possible Limitations:

- May not judge own capabilities accurately.
- May under or over evaluate abilities.
- May have trouble accepting criticism.

Developmental Suggestions:

- Look for patterns of successes and failures.
- Be open-minded about criticism.
- Seek out opportunities to interact with professional peers at conferences, trade shows, or society meetings.



Internal Self Control

Internal Self Control is a measure of an individual's self-composure in difficult situations: does the individual think and act objectively, or does the individual behave impulsively and emotionally? If the individual thinks and acts objectively and calmly, he or she will be much more likely to manage a difficult situation effectively, finding a solution that benefits everyone.

This is an individual's 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 of an examination of the tendency a person has to allow the external environment's level of stress to affect one's internal levels. If 'Internal Self Control' deals with an ability to keep outside emotions out, 'Emotional Control' deals with keeping internal emotions in.

Possible Limitations:

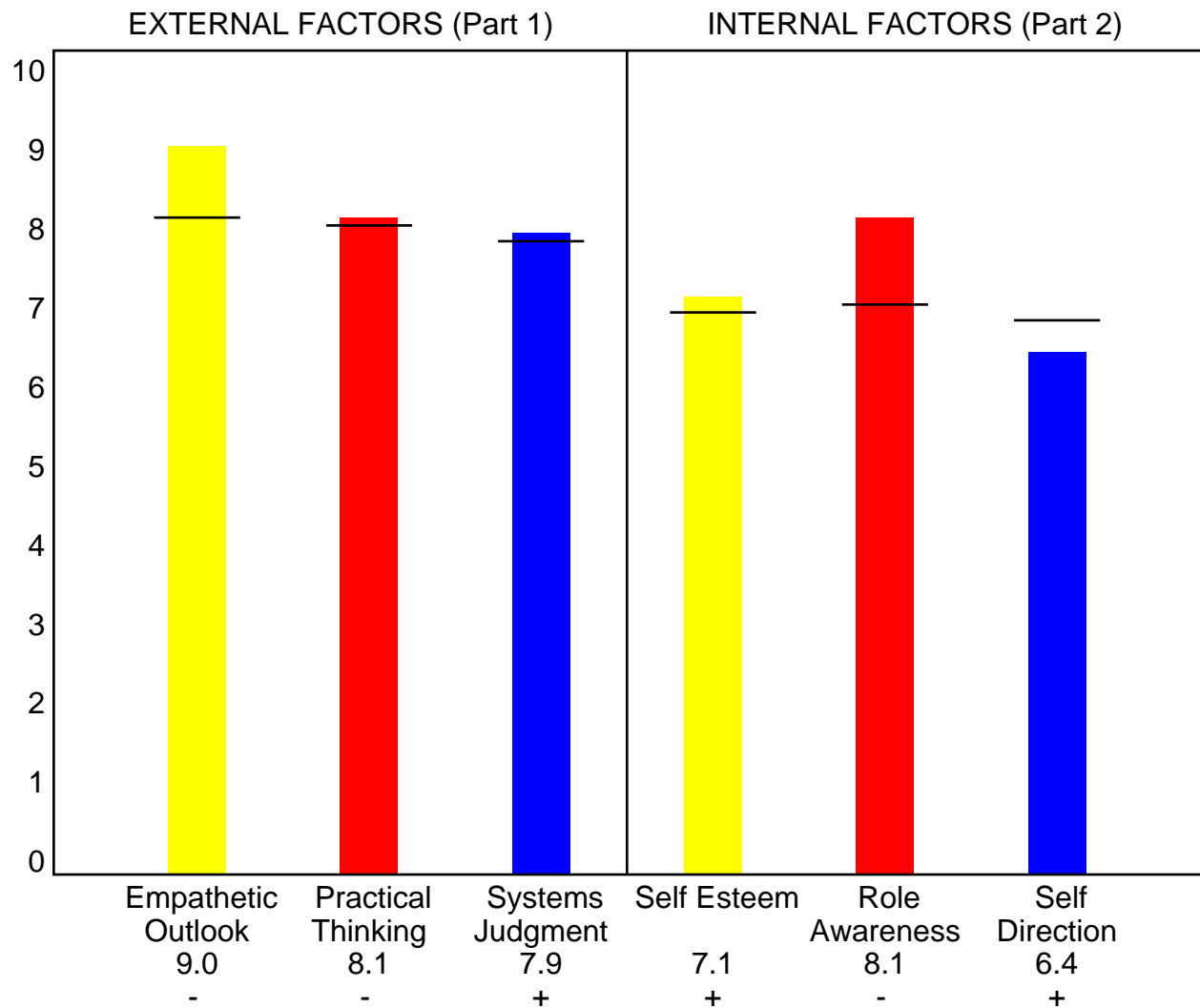
- May have difficulty separating emotions from the situation.
- May allow emotions to lead your actions.
- May become caught up in a situation versus managing a situation.

Developmental Suggestions:

- Discuss difficult situations with a trusted person.
- Pay attention to other people's reactions.
- Prepare for potentially difficult situations.

DIMENSIONAL BALANCE

For consulting and coaching





CORE ATTRIBUTE LIST

For consulting and coaching

- Realistic Goal Setting For Others (9.8)
- Correcting Others (9.6)
- Realistic Expectations (9.5)
- Evaluating Others (9.5)
- Sensitivity To Others (9.5)
- Freedom From Prejudices (9.4)
- Developing Others (9.4)
- Understanding Motivational Needs (9.4)
- Understanding Prospect's Motivations (9.4) see Understanding Motivational Needs
- Seeing Potential Problems (9.2)
- Attitude Toward Others (9.0)
- Human Awareness (9.0)
- Relating To Others (9.0)
- People Reading (9.0) see Understanding Attitude
- Understanding Attitude (9.0)
- Empathetic Outlook (9.0)
- Monitoring Others (9.0)
- Personal Relationships (9.0)
- Problem And Situation Analysis (8.9)
- Problem Solving (8.7)
- Leading Others (8.6)
- Using Common Sense (8.5)
- Persuading Others (8.5)
- Following Directions (8.3)
- Theoretical Problem Solving (8.2)
- Integrative Ability (8.2)
- Evaluating What Is Said (8.2)
- Accurate Listening (8.2) see Evaluating What Is Said
- Concrete Organization (8.1)
- Intuitive Decision Making (8.1)
- Consistency And Reliability (8.1)
- Surrendering Control (8.1)
- Project Scheduling (8.1)
- Emotional Control (8.1)
- Respect For Property (8.1)
- Status And Recognition (8.1)
- Material Possessions (8.1)
- Role Awareness (8.1)
- Practical Thinking (8.1)
- Creativity (8.1)
- Conceptual Thinking (8.0)
- Attention To Detail (8.0)
- Quality Orientation (8.0)
- Proactive Thinking (8.0)
- Sense Of Timing (8.0)
- Results Orientation (7.9)
- Respect For Policies (7.9)
- Systems Judgment (7.9)
- Sense Of Belonging (7.9)
- Attitude Toward Honesty (7.9)
- Balanced Decision Making (7.8)
- Job Ethic (7.8)
- Persistence (7.8)
- Self Starting Ability (7.8)
- Problem Management (7.7)
- Handling Rejection (7.7)
- Project And Goal Focus (7.6)
- Goal Directedness (7.6) see Project And Goal Focus
- Conveying Role Value (7.6)
- Role Confidence (7.6)
- Enjoyment Of The Job (7.6)
- Personal Accountability (7.5)
- Accountability For Others (7.5)
- Self Confidence (7.5)
- Personal Drive (7.5)
- Realistic Personal Goal Setting (7.5)
- Initiative (7.5)
- Taking Responsibility (7.5) see Personal Accountability
- Long Range Planning (7.4)
- Commitment To The Job (7.3) see Personal Commitment
- Personal Commitment (7.3)
- Gaining Commitment (7.3)
- Meeting Standards (7.3)
- Handling Stress (7.1)
- Self Esteem (7.1)
- Self Improvement (7.1)
- Self Management (6.9)
- Self Discipline And Sense Of Duty (6.4)
- Self Direction (6.4)
- Sense Of Mission (6.4)
- Self Assessment (6.2)
- Internal Self Control (5.7)