



THE HEALTHCARE ATTRIBUTE INDEX™

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

Jane Doe

Healthcare Worker

ABC Hospital

7-18-2003



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

Lawful (High)

Pattern Description:

Jane is a person who understands situations in terms of people and the structure within which they exist, or the integration of human resources with an established organization, system, order, or rules and laws. She prefers coordinating or balancing the needs of people and the system that they are a part of (e.g., society, corporate, etc.). She is very good at this. She understands people very well, and enjoys working with structure and order. She under appreciates, however, the Tasks Dimension slightly in comparison to the other two dimensions. This implies that she is less focused on completing the objective than she is ensuring that the rules were followed or that people were satisfied. Deadlines may be missed as a result of some tendency to prefer form to function with regards to the rules. Her overall development levels in the People and Systems Dimensions are equal and high, while the Tasks Dimension is moderate but slightly under developed in comparison. 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:

- Integrating systems with human resources
- Organizational and human resource development
- Applying systemic thinking to humanistic resources or needs
- Respect for policies
- Understanding people
- Big picture thinking

Weaknesses:

- Repetitive production work
- Detailed work, quality control
- Performance management
- Concrete organizing

Externally Motivated By:

- Sense of belonging
- Personal relationships
- Order
- Interaction with others on a professional level



EXTERNAL DESCRIPTION

Needs For Growth:

To develop greater awareness of the comparative aspects of work and work performance.

Specific targets for development(D)/reinforcement(R):

- Attention to Detail (D)
- Attitude Toward Others (R)
- Quality Orientation (D)

Preferred Environment:

Working with dedicated and loyal co-workers in an environment where good structure exists and people are involved and valued as a whole by the organization.

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 indicates that she is someone who relates to the world primarily in terms of established system and order, (e.g., rules, the law). Much of her energies are focused on making things fit into the established system or order. Her Tasks Dimension reveals a conscious distance that is taken from social convention, and her People Dimension indicates balanced objectivity toward other persons. She is not too trusting or too cold. She strikes a good balance between valuing people without getting so involved with them that she loses her objectivity. This emotional bias is not unlike those of judges who are charged with the responsibility of applying the written law to people with objective fairness and without regard to social status. (0,-,+)



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.

Specific targets for development(D)/reinforcement(R):

- Internal Self Control (D)
- Self-Discipline/Sense of Duty (D)
- Persistence (R)

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 strongly identifies her self-image with her belief of how she should do things; and, therefore, she can be quite assertive when it comes to doing things a certain way. There is more at stake than simply "doing it my way". For her, what she does is not as important as how well she does it. To her the result is not as important as how she gets there. "Doing it right" is very important to her and she bases a good deal of her self esteem on how well she feels she followed the rules in getting something done. Overall results become secondary to how closely she followed the guidelines. Not doing things the "correct" way, even if the job gets done, is tantamount to failure in her mind. She does not value herself enough at this time, and instead she seeks to give herself worth through how well she adheres to the rules she feels guide her actions and life. For her it is in how she does it, more than what she does. She has some uncertainty and fear of change. (-,0,+)



CRITICAL ATTRIBUTES

BALANCED DECISION MAKING: The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Jane make ethical decisions that take into account all aspects and components involved?

0 1 2 3 4 5 6 7 8 9 10



7.0 *
8.4

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.1 *
8.3

FREEDOM FROM PREJUDICES: How well can Jane readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.5 *
8.8

MEETING STANDARDS: How clearly is Jane able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?

0 1 2 3 4 5 6 7 8 9 10



6.9 *
8.1

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

0 1 2 3 4 5 6 7 8 9 10



7.8 *
8.6

Rev: 0.94-0.90

* 68% of the population falls within the shaded area.

EC:F-IC:F: [8.2:7.9-7.9:8.8]



CRITICAL ATTRIBUTES

SENSE OF MISSION: How motivated is Jane by a sense of giving herself to a higher cause or mission?

0 1 2 3 4 5 6 7 8 9 10



6.8 *

7.9

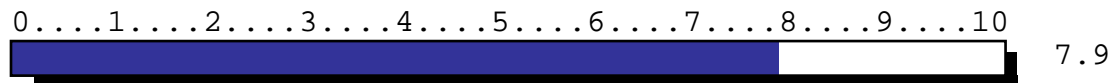
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THE HEALTHCARE ATTRIBUTE INDEX™ SUMMARY

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.

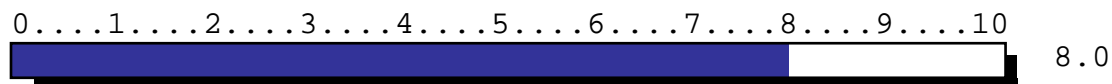
EMOTIONAL CONFLICT AND DISTURBANCES



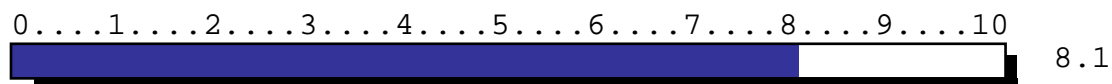
HEALTHCARE TEAM ORIENTATION



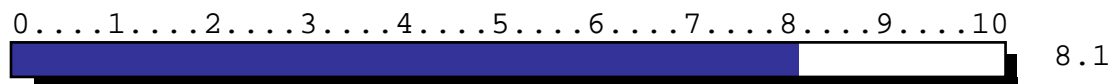
INDEPENDENT WORK ETHIC



MEETING STANDARDS



PATIENT CARE ORIENTATION



PATIENT RELATIONS





EMOTIONAL CONFLICT AND DISTURBANCES

Will Jane diffuse a conflict, or will she fuel it? This measures Jane's ability to resolve emotionally charged problems or situations that involve patients.

EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?

0 1 2 3 4 5 6 7 8 9 10



7.1 *
7.8

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

0 1 2 3 4 5 6 7 8 9 10



7.0 *
7.4

INTEGRATIVE ABILITY: Currently, what is Jane's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?

0 1 2 3 4 5 6 7 8 9 10



8.0 *
8.8

SELF ESTEEM: How does Jane value her own self worth?

0 1 2 3 4 5 6 7 8 9 10



6.9 *
7.4

SENSITIVITY TOWARD OTHERS: Is Jane objective about being sensitive to others' cares and concerns?

0 1 2 3 4 5 6 7 8 9 10



8.3 *
8.3

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EMOTIONAL CONFLICT AND DISTURBANCES

USING COMMON SENSE: What is Jane's ability to focus on practical thinking, to see the world clearly and to make common sense decisions?

0 1 2 3 4 5 6 7 8 9 10



7.4 *

8.2

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HEALTHCARE TEAM ORIENTATION

How well does Jane work in a team environment? This measures Jane's understanding of others, her desire to be part of a team, and her overall ability to partner closely with others to achieve the best care for patients.

ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

FREEDOM FROM PREJUDICES: How well can Jane readily prevent prejudices from entering into and affecting an interpersonal relationship?

0 1 2 3 4 5 6 7 8 9 10



8.5 *

8.8

PERSONAL RELATIONSHIPS: How motivated is Jane by a desire to create close personal relationships with others?

0 1 2 3 4 5 6 7 8 9 10



7.8 *

8.3

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

0 1 2 3 4 5 6 7 8 9 10



5.6 *

6.4

SENSE OF BELONGING: How motivated is Jane by feeling a sense of belonging to a social group?

0 1 2 3 4 5 6 7 8 9 10



7.8 *

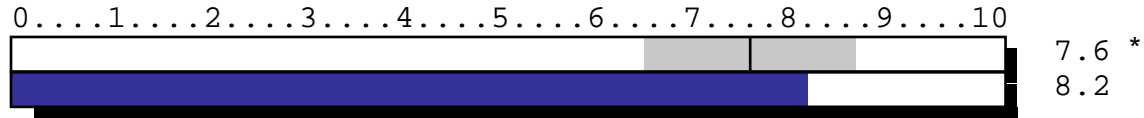
8.6

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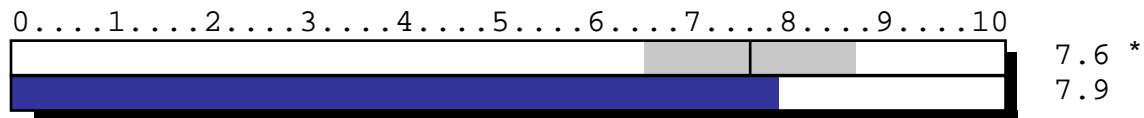


HEALTHCARE TEAM ORIENTATION

SENSE OF TIMING: How good is Jane at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?



SURRENDERING CONTROL: How comfortable is Jane with surrendering control of a given situation or its outcome to another person or a group of people, or does she feel a strong need to retain control herself?



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INDEPENDENT WORK ETHIC

Is Jane an effective manager of herself? This measures how effectively Jane manages her responsibilities without high levels of direct supervision.

BALANCED DECISION MAKING: The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Jane make ethical decisions that take into account all aspects and components involved?

0 1 2 3 4 5 6 7 8 9 10



7.0 *

8.4

PERSONAL COMMITMENT: To what degree does Jane usually stay focused and committed to a task? Does this motivation come from within or does she require more external motivation or supervision?

0 1 2 3 4 5 6 7 8 9 10



6.9 *

8.1

ROLE AWARENESS: Is Jane clear as to exactly what her current role is?

0 1 2 3 4 5 6 7 8 9 10



7.0 *

8.3

SELF DIRECTION: How clearly does Jane see the path she must take to achieve her goals?

0 1 2 3 4 5 6 7 8 9 10



6.8 *

7.9

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?

0 1 2 3 4 5 6 7 8 9 10



6.8 *

7.9

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INDEPENDENT WORK ETHIC

SELF ESTEEM: How does Jane value her own self worth?

0.....1.....2.....3.....4.....5.....6.....7.....8.....9.....10



6.9 *

7.4

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MEETING STANDARDS

What work attitude does Jane bring to the care of her patients? This measures Jane's drive to meet standards of care set by either herself, the hospital or other regulatory bodies.

ATTITUDE TOWARD HONESTY: Is Jane open to being honest even when it involves reporting her own lack of results or the dishonesty of others?

0 1 2 3 4 5 6 7 8 9 10



CONSISTENCY AND RELIABILITY: How strong is Jane's internal need to be conscientious in her personal or professional efforts, to be both consistent and reliable in her life roles?

0 1 2 3 4 5 6 7 8 9 10



JOB ETHIC: How strong is Jane's personal commitment to the execution of a specific task?

0 1 2 3 4 5 6 7 8 9 10



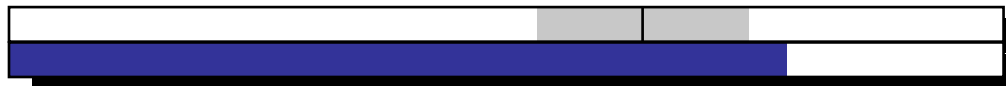
MEETING STANDARDS: How clearly is Jane able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?

0 1 2 3 4 5 6 7 8 9 10



PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her 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



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MEETING STANDARDS

RESPECT FOR POLICIES: To what extent does Jane appreciate the value of conducting business affairs according to the intent of company policies and standards?

0 1 2 3 4 5 6 7 8 9 10



7.8 *

8.6

SENSE OF MISSION: How motivated is Jane by a sense of giving herself to a higher cause or mission?

0 1 2 3 4 5 6 7 8 9 10



6.8 *

7.9

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PATIENT CARE ORIENTATION

What is Jane's orientation to her patient's care? This measures those factors which directly affect Jane's ability to provide effective, professional-level patient care.

ATTENTION TO DETAIL: At this time how capable is Jane of seeing and paying attention to details? Does she tend to be thorough in assessing the finest components of a task?

0 1 2 3 4 5 6 7 8 9 10



7.9 *
8.1

PROACTIVE THINKING: At this time what is Jane's capability for accurately making predictive decisions? Does she factor future indications into her present actions, or does she 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



7.5 *
8.2

PROJECT AND GOAL FOCUS: How well does Jane tend to stay on target regardless of circumstances, or does she easily become distracted, losing focus on the task at hand?

0 1 2 3 4 5 6 7 8 9 10



7.2 *
7.9

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

0 1 2 3 4 5 6 7 8 9 10



7.9 *
8.1

RESULTS ORIENTATION: What is Jane'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



7.8 *
8.6

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PATIENT RELATIONS

How well does Jane communicate with patients? This measure Jane's ability to listen to, and respond to, the patient in an objective, empathetic and professional manner.

EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

EVALUATING WHAT IS SAID: How open is Jane toward other people and how willing is she to hear what others are saying, rather than what she thinks they should say or they are going to say?

0 1 2 3 4 5 6 7 8 9 10



7.5 *

8.2

HUMAN AWARENESS: At this time, is Jane sufficiently capable of being conscious of the feelings and opinions of others? Does she 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



8.1 *

8.3

RELATING TO OTHERS: How well does Jane gain personal insight into others, and how effectively does she coordinate that information and knowledge of others into productive interactions?

0 1 2 3 4 5 6 7 8 9 10



8.1 *

8.3

SENSE OF TIMING: How good is Jane at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?

0 1 2 3 4 5 6 7 8 9 10



7.6 *

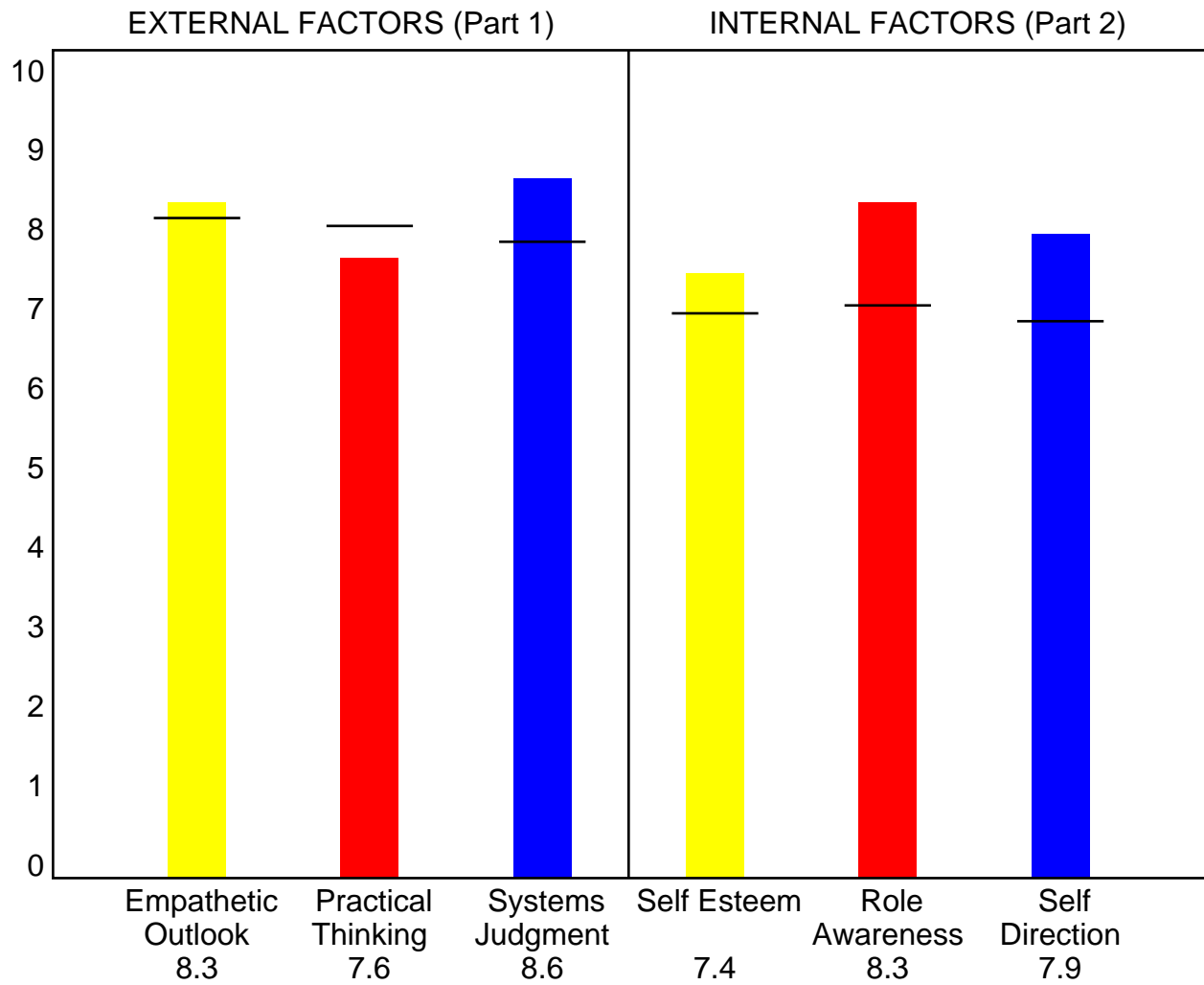
8.2

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DIMENSIONAL BALANCE

For consulting and coaching





CORE ATTRIBUTE LIST

For consulting and coaching

- Following Directions (10.0)
- Problem And Situation Analysis (9.6)
- Seeing Potential Problems (9.2)
- Problem Solving (8.9)
- Theoretical Problem Solving (8.8)
- Freedom From Prejudices (8.8)
- Developing Others (8.8)
- Realistic Goal Setting For Others (8.8)
- Understanding Motivational Needs (8.8)
- Understanding Prospect's Motivations (8.8) see Understanding Motivational Needs
- Integrative Ability (8.8)
- Correcting Others (8.7)
- Results Orientation (8.6)
- Respect For Policies (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Balanced Decision Making (8.4)
- Attitude Toward Others (8.3)
- Realistic Expectations (8.3)
- Evaluating Others (8.3)
- Project Scheduling (8.3)
- Human Awareness (8.3)
- Relating To Others (8.3)
- Sensitivity To Others (8.3)
- People Reading (8.3) see Understanding Attitude
- Understanding Attitude (8.3)
- Empathetic Outlook (8.3)
- Monitoring Others (8.3)
- Personal Relationships (8.3)
- Material Possessions (8.3)
- Attitude Toward Honesty (8.3)
- Role Awareness (8.3)
- Proactive Thinking (8.2)
- Using Common Sense (8.2)
- Accurate Listening (8.2) see Evaluating What Is Said
- Evaluating What Is Said (8.2)
- Sense Of Timing (8.2)
- Conceptual Thinking (8.1)
- Attention To Detail (8.1)
- Personal Commitment (8.1)
- Commitment To The Job (8.1) see Personal Commitment
- Self Confidence (8.1)
- Quality Orientation (8.1)
- Gaining Commitment (8.1)
- Meeting Standards (8.1)
- Consistency And Reliability (8.0)
- Personal Accountability (8.0)
- Realistic Personal Goal Setting (8.0)
- Leading Others (8.0)
- Long Range Planning (8.0)
- Job Ethic (8.0)
- Persuading Others (8.0)
- Persistence (8.0)
- Taking Responsibility (8.0) see Personal Accountability
- Intuitive Decision Making (7.9)
- Goal Directedness (7.9) see Project And Goal Focus
- Project And Goal Focus (7.9)
- Surrendering Control (7.9)
- Personal Drive (7.9)
- Self Discipline And Sense Of Duty (7.9)
- Conveying Role Value (7.9)
- Role Confidence (7.9)
- Initiative (7.9)
- Self Direction (7.9)
- Sense Of Mission (7.9)
- Enjoyment Of The Job (7.9)
- Self Starting Ability (7.9)
- Creativity (7.9)
- Emotional Control (7.8)
- Accountability For Others (7.7)
- Problem Management (7.7)
- Concrete Organization (7.6)
- Handling Rejection (7.6)
- Respect For Property (7.6)
- Status And Recognition (7.6)
- Practical Thinking (7.6)
- Handling Stress (7.4)
- Self Esteem (7.4)
- Self Improvement (7.4)
- Self Management (7.4)
- Self Assessment (7.1)
- Internal Self Control (6.4)