



# THE GENERAL EMPLOYMENT ATTRIBUTE INDEX™

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**John Doe**

Operations Staff

ABC Company

7-22-2003



# INTRODUCTION

*The Attribute Index and the Dimensions of Thought*

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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

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### Lawful (High)

#### Pattern Description:

John 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. He prefers coordinating or balancing the needs of people and the system that they are a part of (e.g., society, corporate, etc.). He is very good at this. He understands people very well, and enjoys working with structure and order. He under appreciates, however, the Tasks Dimension slightly in comparison to the other two dimensions. This implies that he is less focused on completing the objective than he 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. His 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 his ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able he is to use it; therefore, the better he 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

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### **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:**

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

His emotional bias shows that he is a person who guards or watches to keep or maintain order. His emotional bias could be interpreted as the "true believer" because he can become very dogmatic about the order or structure that he supports. In extreme cases he could even have blind loyalty toward the preferred order and thus would be dependent on its rules to guide his 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 he could even become dogmatic towards having things done "the right way," even at the expense of people and personal needs or objective deadlines. However, he normally prefers to have plans clearly laid out and has a strong desire to comply with all rules. (-,-,+)



## INTERNAL DESCRIPTION

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### Undirected (High)

#### Pattern Description:

John defines himself according to his present work or primary social role and identifies this with the perception of his true strengths and weaknesses. His self-image is more flexible and malleable according to the demands of his primary social role or work. He has a good self-image, and he is confident in the roles he finds himself in life right now (e.g., spouse, manager, parent, etc). However, he is less confident about the best way to proceed in one of those roles. This can be caused by changes in the "way" he fulfills a role. New technology at work, changing relationships, new responsibilities, these would all be examples of changes in his life that could cause him to change how he fulfills his many roles. He sees the People and Tasks Dimensions clearly and has good levels of development in both. He sees the Systems Dimension less clearly with moderate development. Level of development speaks to his ability to "see" a specific dimension. The more clearly an individual sees a dimension of thought, the more able he is to use it; therefore, the better he is at it.

#### Strengths:

- Self-confidence
- Role awareness
- Self-acceptance
- Persistence

#### Weaknesses:

- Self-direction
- Project goal focus
- Internal mission statement

#### Internally Driven By:

- Self-improvement
- Material possessions
- Professional/social role involvement
- Responsibilities



## INTERNAL DESCRIPTION

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### **Needs For Growth:**

To develop a clearer sense of direction that guides his actions based on his own internal understanding of how he should be doing things, rather than how he feels others expect him to do things.

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

- Self-Direction (D)
- Sense of Mission (D)
- Self Awareness (R)

### **Internal Emotional Bias Description:**

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

He is driven to achieve. He tends to undervalue his own unique self worth and instead places a lot of emphasis on achieving and getting things done correctly and according to his expectations or others. Despite the under valuation he has for himself, he still tends to display self-confidence and can be very comfortable in social situations. He is typically well organized. (-,+,+)



# CRITICAL SUCCESS ATTRIBUTES

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

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



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

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



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

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



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

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



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

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



**RESPECT FOR PROPERTY:** What is John's understanding and appreciation for the value of protecting and using company property correctly?

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



Rev: 0.88-0.93

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

EC:F-IC:F: [7.7:4.6-8.2:8.3]



# CRITICAL SUCCESS ATTRIBUTES

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



7.8 \*

8.6

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



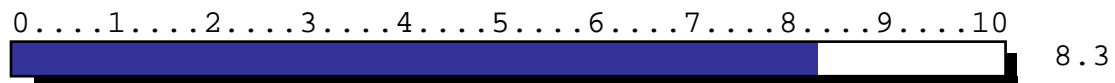
# THE GENERAL EMPLOYMENT ATTRIBUTE INDEX™ SUMMARY

*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.*

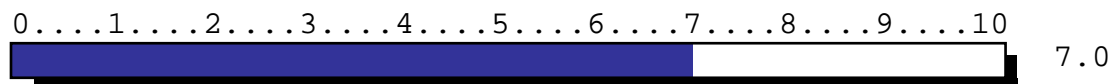
## GETTING RESULTS



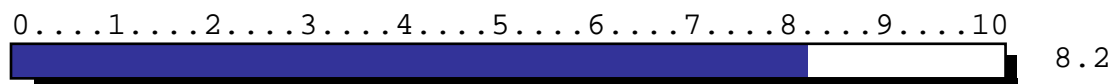
## INTERPERSONAL SKILLS



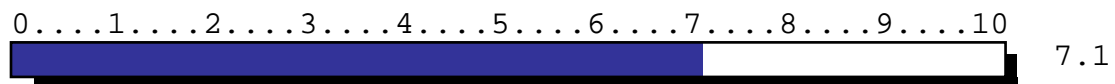
## MAKING DECISIONS



## SELF MANAGEMENT



## WORK ETHIC





# GETTING RESULTS

"What attributes does John possess that will help him get results?" This provides information about John's raw ability to get results, to apply himself to a goal and accomplish it using a variety of abilities.

**ACCOUNTABILITY FOR OTHERS:** How likely is John to be responsible for the consequences of the actions of those whom he manages?

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



6.9 \*  
6.1

**ATTENTION TO DETAIL:** At this time how capable is John of seeing and paying attention to details? Does he 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 \*  
7.4

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

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



7.5 \*  
7.4

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

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



6.9 \*  
8.0

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

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



7.2 \*  
6.0

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



# GETTING RESULTS

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



7.8 \*

8.6

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



# INTERPERSONAL SKILLS

"How does John approach getting along with others?" This measures John's ability to interact with clients, customers and co-workers on a daily basis.

**ATTITUDE TOWARD OTHERS:** To what extent does John 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 John readily prevent prejudices from entering into and affecting an interpersonal relationship?

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



8.5 \*

8.3

**REALISTIC EXPECTATIONS:** How proficient is John at setting appropriate expectations for others based on a solid understanding of their abilities? How clearly does he assess their true abilities?

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



8.3 \*

8.3

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

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



7.6 \*

8.5

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



# MAKING DECISIONS

*"Does John tend to make sound decisions in his daily activities?" This evaluates John's ability to make accurate and appropriate decisions in order to accomplish a task or objective.*

**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



7.8 \*  
7.4

**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



8.0 \*  
6.2

**FOLLOWING DIRECTIONS:** To what degree does John tend to hear, understand and follow directions or instructions effectively? This is his willingness to postpone making personal decisions or taking action until he has listened to what he is being asked to do.

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



7.8 \*  
8.0

**INTUITIVE DECISION MAKING:** How accurately does John compile intuitive perceptions about a situation into an appropriate decision or action?

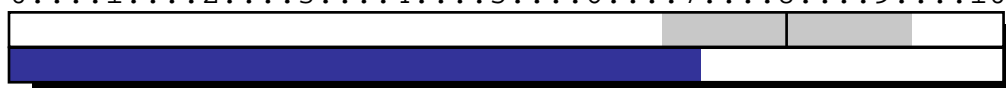
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7.6 \*  
8.5

**THEORETICAL PROBLEM SOLVING:** What is John's ability to envision a hypothetical situation in his head and to then apply his problem solving ability?

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



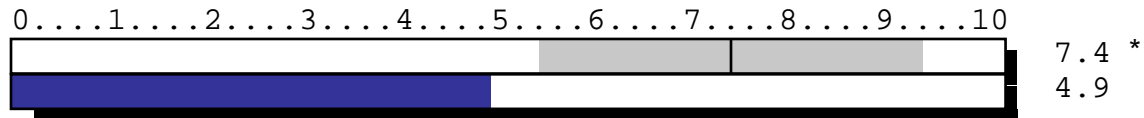
8.0 \*  
7.1

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



# MAKING DECISIONS

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



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



# SELF MANAGEMENT

"Is John an effective manager of John?" This category takes a look at how John manages himself and the capacity he has to develop himself.

**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.

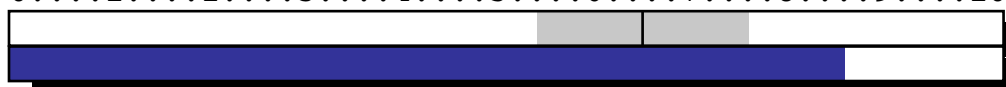
0 . . . . 1 . . . . 2 . . . . 3 . . . . 4 . . . . 5 . . . . 6 . . . . 7 . . . . 8 . . . . 9 . . . . 10



7.0 \*  
8.6

**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



6.5 \*  
8.6

**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 \*  
8.3

**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



7.0 \*  
8.8

**INTERNAL 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



5.6 \*  
7.8

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



# SELF MANAGEMENT

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



6.8 \*

7.4

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



# WORK ETHIC

"Is John a hard and honest worker?" This is an overall assessment of John's work ethic. It involves his ability to meet pre-set standards, respect company policies and property, possess a strong work ethic and make decisions which take into consideration the needs of everyone involved (e.g. himself, others and the company).

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

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



6.9 \*  
6.8

**BALANCED DECISION MAKING:** The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does John 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 \*  
6.5

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

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



7.1 \*  
6.8

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

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



6.9 \*  
8.0

**RESPECT FOR POLICIES:** To what extent does John 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

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



## WORK ETHIC

RESPECT FOR PROPERTY: What is John's understanding and appreciation for the value of protecting and using company property correctly?

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



8.0 \*

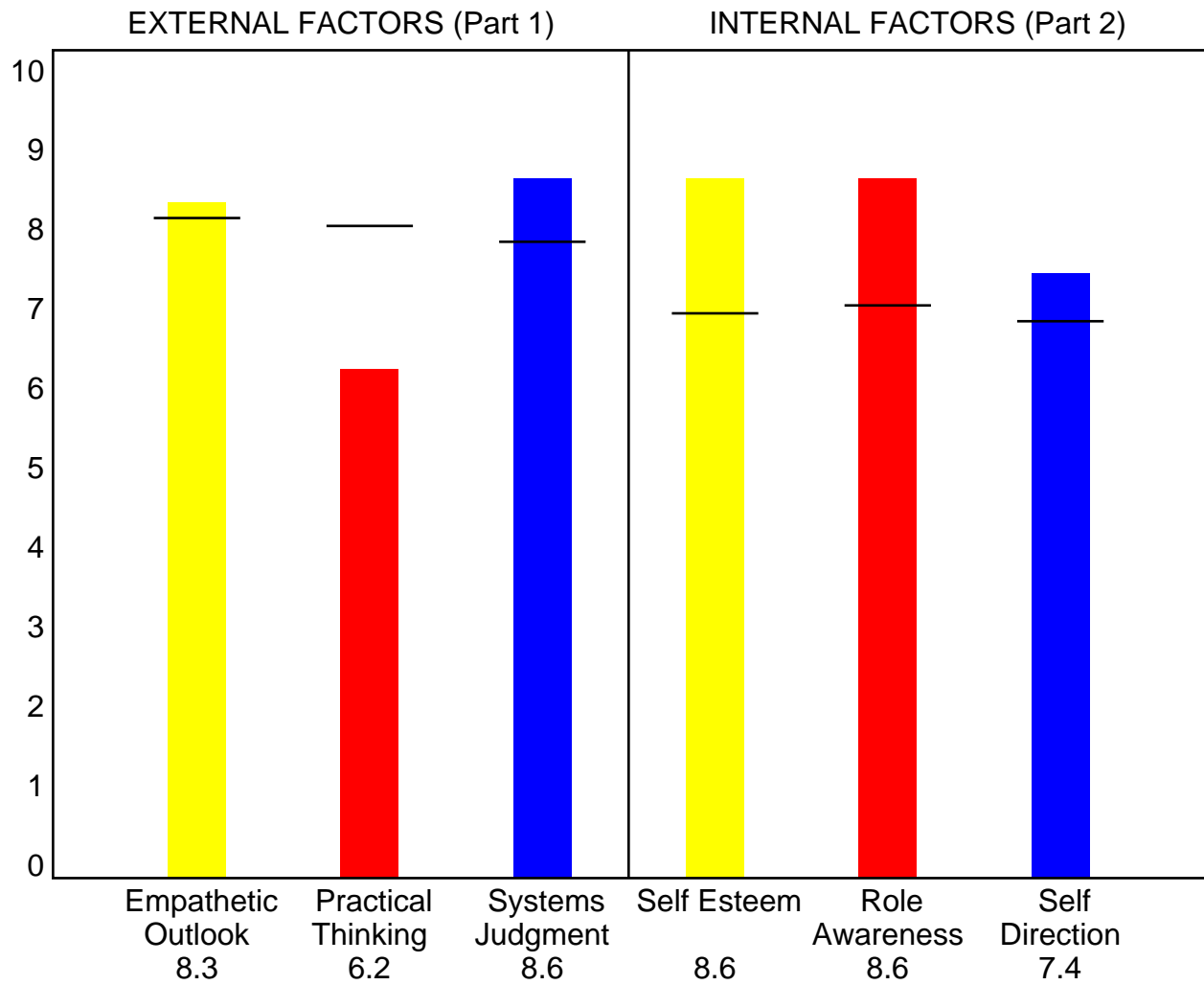
6.2

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



# DIMENSIONAL BALANCE

For consulting and coaching







## CORE ATTRIBUTE LIST

*For consulting and coaching*

- Self Confidence (8.8)
- Realistic Personal Goal Setting (8.8)
- Personal Accountability (8.6)
- Results Orientation (8.6)
- Handling Stress (8.6)
- Project Scheduling (8.6)
- Conveying Role Value (8.6)
- Respect For Policies (8.6)
- Self Esteem (8.6)
- Role Confidence (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Self Improvement (8.6)
- Material Possessions (8.6)
- Role Awareness (8.6)
- Enjoyment Of The Job (8.6)
- Taking Responsibility (8.6) see Personal Accountability
- Intuitive Decision Making (8.5)
- Surrendering Control (8.5)
- Proactive Thinking (8.5)
- Creativity (8.5)
- Attitude Toward Others (8.3)
- Freedom From Prejudices (8.3)
- Realistic Expectations (8.3)
- Self Assessment (8.3)
- Evaluating Others (8.3)
- Correcting Others (8.3)
- Developing Others (8.3)
- Realistic Goal Setting For Others (8.3)
- Human Awareness (8.3)
- Understanding Prospect's Motivations (8.3) see Understanding Motivational Needs
- Understanding Motivational Needs (8.3)
- Long Range Planning (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)
- Seeing Potential Problems (8.2)
- Problem Solving (8.1)
- Following Directions (8.0)
- Personal Commitment (8.0)
- Commitment To The Job (8.0) see Personal Commitment
- Gaining Commitment (8.0)
- Meeting Standards (8.0)
- Persuading Others (8.0)
- Problem And Situation Analysis (7.8)
- Internal Self Control (7.8)
- Sense Of Timing (7.8)
- Conceptual Thinking (7.4)
- Attention To Detail (7.4)
- Consistency And Reliability (7.4)
- Personal Drive (7.4)
- Self Discipline And Sense Of Duty (7.4)
- Quality Orientation (7.4)
- Initiative (7.4)
- Self Direction (7.4)
- Sense Of Mission (7.4)
- Self Management (7.4)
- Leading Others (7.3)
- Accurate Listening (7.3) see Evaluating What Is Said
- Evaluating What Is Said (7.3)
- Emotional Control (7.2)
- Theoretical Problem Solving (7.1)
- Integrative Ability (7.1)
- Job Ethic (6.8)
- Persistence (6.8)
- Attitude Toward Honesty (6.8)
- Self Starting Ability (6.7)
- Handling Rejection (6.6)
- Balanced Decision Making (6.5)
- Problem Management (6.3)
- Concrete Organization (6.2)
- Respect For Property (6.2)
- Status And Recognition (6.2)
- Practical Thinking (6.2)
- Accountability For Others (6.1)
- Project And Goal Focus (6.0)
- Goal Directedness (6.0) see Project And Goal Focus
- Using Common Sense (4.9)