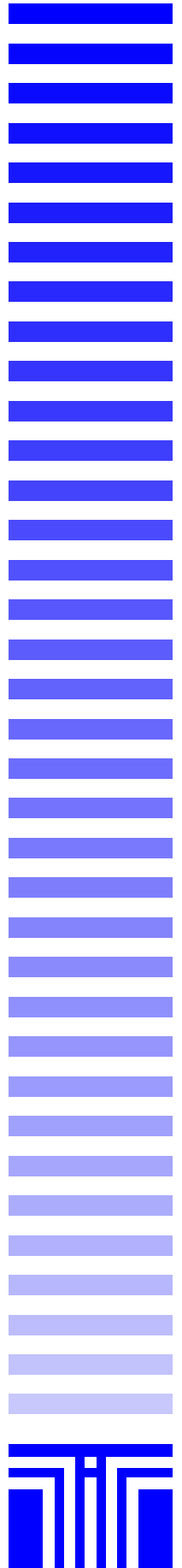


THE HEALTHCARE ATTRIBUTE INDEX™

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

Jane Doe
Healthcare Worker
ABC Hospital
7-18-2003



CRITICAL ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

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



8.4 VG

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



8.3 VG

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



8.8 VG

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?

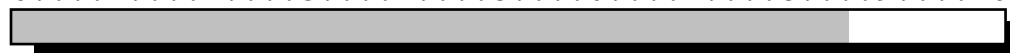
0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



8.1 VG

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



8.6 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

Rev: 0.94-0.90

CRITICAL ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

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



7.9

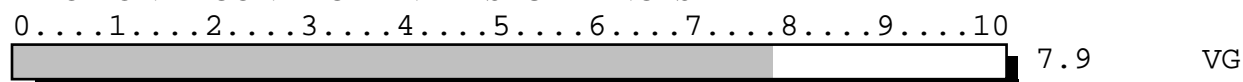
VG

THE HEALTHCARE ATTRIBUTE INDEX™ SUMMARY

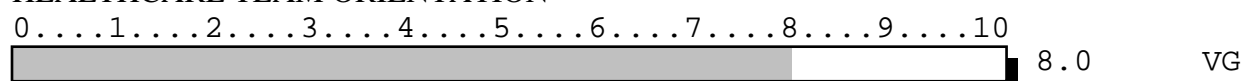
This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

COMPONENT ANALYSIS FOR : Jane Doe

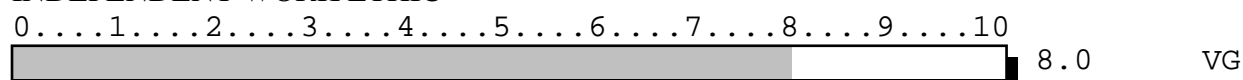
EMOTIONAL CONFLICT AND DISTURBANCES



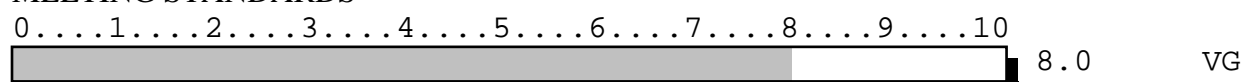
HEALTHCARE TEAM ORIENTATION



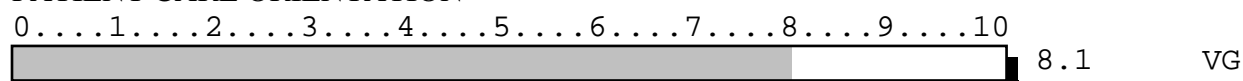
INDEPENDENT WORK ETHIC



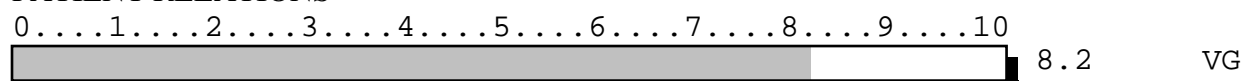
MEETING STANDARDS



PATIENT CARE ORIENTATION



PATIENT RELATIONS



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

Rev: 0.94-0.90

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.

COMPONENT ANALYSIS FOR : Jane Doe

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



7.8 VG

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



7.4 GOOD

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



8.8 VG

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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 VG

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



8.2 VG

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.

COMPONENT ANALYSIS FOR : Jane Doe

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



8.3 VG

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



8.8 VG

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



8.3 VG

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



6.4 FAIR

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

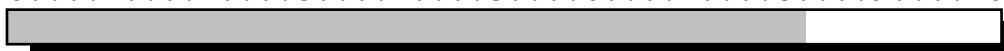
0 1 2 3 4 5 6 7 8 9 10



8.6 VG

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



8.2 VG

HEALTHCARE TEAM ORIENTATION

COMPONENT ANALYSIS FOR : Jane Doe

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?

0 1 2 3 4 5 6 7 8 9 10



7.9

VG

INDEPENDENT WORK ETHIC

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

COMPONENT ANALYSIS FOR : Jane Doe

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



8.4 VG

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



8.1 VG

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

0 1 2 3 4 5 6 7 8 9 10



8.3 VG

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



7.9 VG

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?

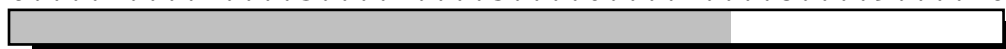
0 1 2 3 4 5 6 7 8 9 10



7.9 VG

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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.

COMPONENT ANALYSIS FOR : Jane Doe

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



8.3 VG

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



8.0 VG

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



8.0 VG

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



8.1 VG

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



7.2 GOOD

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



8.6 VG

MEETING STANDARDS

COMPONENT ANALYSIS FOR : Jane Doe

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



7.9

VG

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.

COMPONENT ANALYSIS FOR : Jane Doe

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



8.1 VG

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



8.2 VG

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



7.9 VG

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



8.1 VG

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



8.6 VG

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.

COMPONENT ANALYSIS FOR : Jane Doe

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



8.3 VG

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



8.2 VG

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



8.3 VG

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



8.3 VG

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



8.2 VG

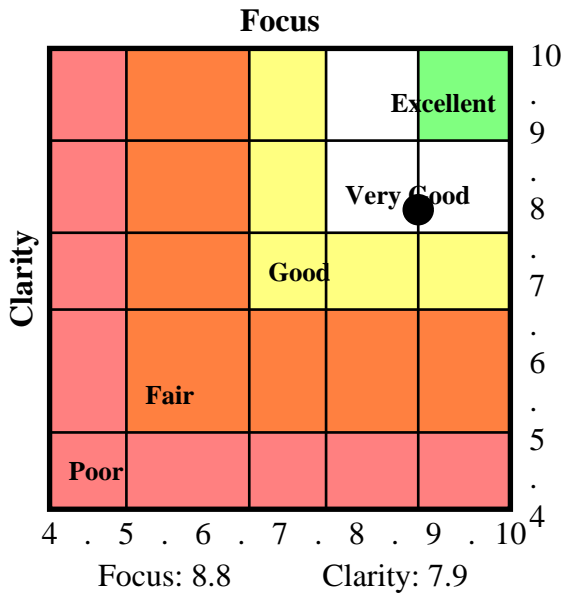
CLARITY AND FOCUS

For consulting and coaching

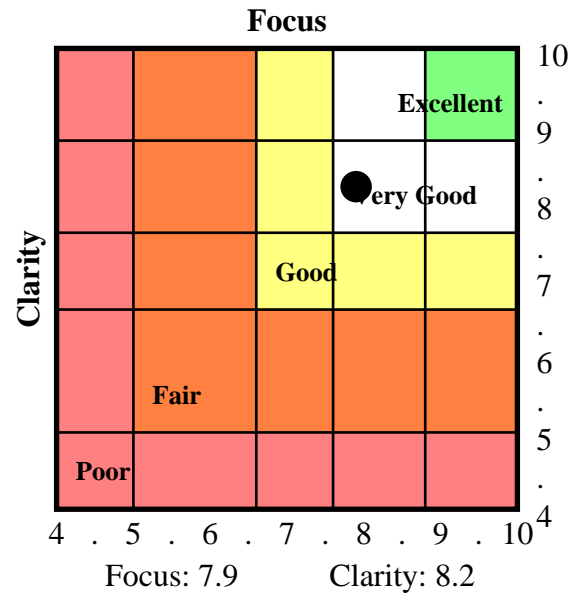
*CLARITY: The degree to which one can discern patterns, order and relationships related to specific dimensions.
 FOCUS: The degree to which one maintains targeted attention toward a specific factor or set of factors.*

Jane Doe

INTERNAL



EXTERNAL



HEALTHCARE-DIMENSIONAL BALANCE

For consulting and coaching

EXTERNAL FACTORS (Part 1)

*** Intrinsic Dimension**

Empathetic Outlook 8.3

How do you value others?

Attitude Toward Others
Human Awareness
Personal Relationships
Relating To Others
Sensitivity To Others
Understanding Attitude

*** Extrinsic Dimension**

Practical Thinking 7.6

How practically do you see the world?

Attention To Detail
Consistency And Reliability
Quality Orientation

*** Systemic Dimension**

Systems Judgment 8.6

How do you value systems and order?

Respect For Policies
Results Orientation

INTERNAL FACTORS (Part 2)

*** Intrinsic Dimension**

Self Esteem 7.4

How do you value yourself?

Emotional Control
Handling Stress
Internal Self Control

*** Extrinsic Dimension**

Role Awareness 8.3

How do you value what you do?

Personal Commitment

*** Systemic Dimension**

Self Direction 7.9

What guides or drives your actions?

Meeting Standards
Project And Goal Focus
Self Discipline And Sense Of Duty
Sense Of Mission

POSITIONAL SELF-ANALYSIS SHEET

Based on what you learned from Step 1, choose the 5 most highly scored capacities from your Attribute Index which you feel play a significant role in your daily activities, and write the name and score below under “Maximizers”. Repeat this process with the 5 most poorly scored capacities and record them under “Minimizers” below.

Next, to the right of each list under “Real-World Impact”, give as many real-world examples as you can of how these Maximizers benefit your endeavors. Repeat this process for the Minimizers you’ve listed as well.

| | |
|--|--|
| <p>Example: Title (Sales Representative) <u>Maximizers:</u> <i>Handling Rejection (9.6) Very Good</i></p> | <p><u>Real-World Impact:</u> <i>Because I don't take rejection as a personal affront to my self esteem I am able to keep going in the face of lots of adversity.</i></p> |
|--|--|

Maximizers:

Real-World Impact:

Minimizers:

Real-World Impact:

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 Prospect's Motivations (8.8)
see Understanding Motivational Needs
- Understanding Motivational Needs (8.8)
- Integrative Ability (8.8)
- Correcting Others (8.7)
- Conceptual Thinking (8.6)
- 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)
- Understanding Attitude (8.3)
- People Reading (8.3) *see Understanding Attitude*
- 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)
- Evaluating What Is Said (8.2)
- Accurate Listening (8.2) *see Evaluating What Is Said*
- Sense Of Timing (8.2)
- 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)
- 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)
- Intuitive Decision Making (7.9)
- Project And Goal Focus (7.9)
- Goal Directedness (7.9) *see Project And Goal Focus*
- 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)
- Personal Accountability (7.2)
- Taking Responsibility (7.2) *see Personal Accountability*
- Self Assessment (7.1)
- Internal Self Control (6.4)