

# **Manager-Supervisor Index™**

Sample Report

25 Mar 2013



## Welcome to YOUR Manager-Supervisor Index:

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** in your management/supervisor role is made up of your values of yourself and the world around you. In this management profile we look specifically at your understanding and feelings about the world around you (The World View) and yourself (Self View) from a management perspective. Together this will show **YOU** insights into **WHY** you do the things you do as a manager, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in managing others.

**WORLD VIEW:** This measures how much you understand and how you feel about the external world around you from a management perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a manager and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your management role?

**SELF VIEW:** This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your management/supervisor role and where you are going in your management career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you manage others?

**COMBINED ATTRIBUTES:** These attributes are measured by combining your World View and Self View to get a complete picture of **YOU** from a management perspective.





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**Your Manager-Supervisor Index is made up of two worlds:**

**MANAGER WORLD VIEW:**

This measures how much you understand and how you feel about the external world of work around you. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done and do you tend to be a doer or a delegator? Do you understand rules and systems and do you rely heavily on them or tend to be a maverick and bend or break them?

**MANAGER SELF VIEW:**

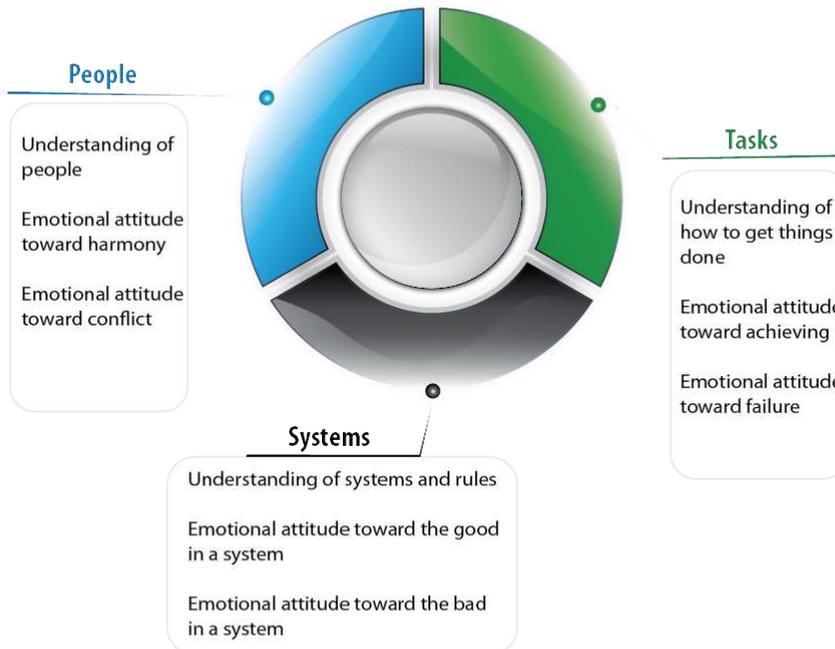
This measures how much you understand and how you feel about yourself on the job. How well do you understand your strengths and weaknesses, where you are in your job role and where you are going? How do you feel about your potential to grow and develop in your career, your current job role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today?

**COMBINED WORK LIFE ATTRIBUTES:**

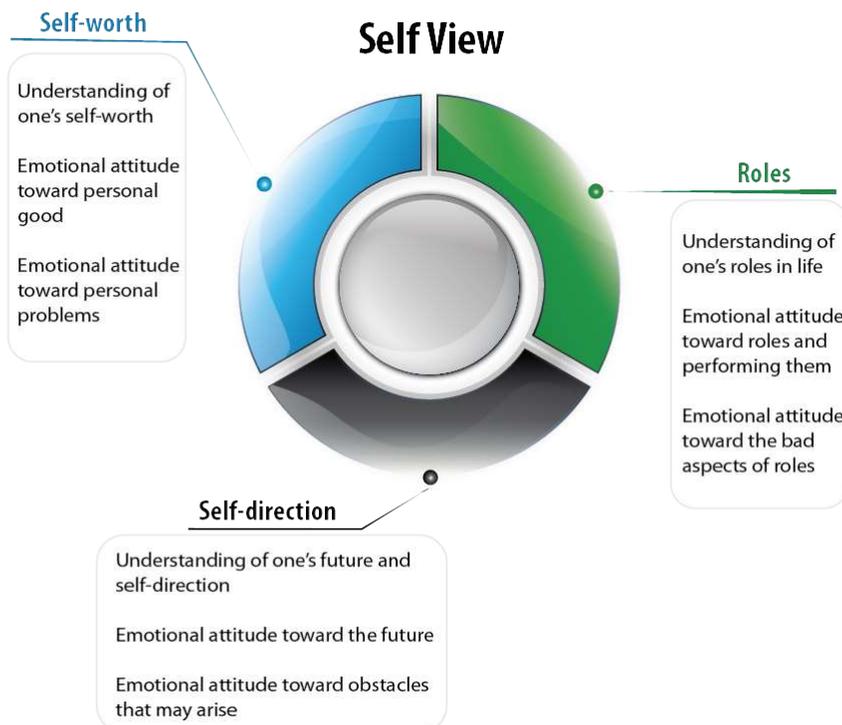
These attributes are measured by combining your Manager World View and Manager Self View to get a complete picture of YOU on the job.

## 6 Cognitive Dimensions 12 Emotional Intelligence Factors

### World View



### Self View





Attribute		Reliability : 0.76 : 0.918	Score
<b>Manager World View</b>			
	1. Manager-Supervisor Judgment:		6.8
	2. Emotional Control and Composure:		5.8
People	3. Interpersonal Relations:		6.0
	4. Interpersonal Harmony:		Under-Valued
Tasks	5. Interpersonal Conflict:		Under-Valued
	6. Team-Task Cohesion:		8.6
	7. Attitude toward Team Achievement:		Under-Valued
Systems	8. Attitude toward Team Problems:		Over-Valued
	9. Organizational Policies and Procedures:		7.8
	10. Attitude toward Compliance:		Over-Valued
	11. Attitude toward Defiance:		Over-Valued

<b>Manager Self View</b>			
	12. Self-judgment:		7.9
	13. Self-control:		8.4
My Self	14. Intuitive Awareness of Self-worth:		8.2
	15. Attitude toward Personal Potential:		Over-Valued
My Roles	16. Attitude toward Personal Problems:		Neutral
	17. Management Role Engagement:		8.2
	18. Attitude toward Peak Performance:		Neutral
My Future	19. Attitude toward Performance Problems:		Neutral
	20. Management Identity and Self-direction:		7.2
	21. Attitude toward Personal Growth:		Neutral
	22. Attitude toward Personal Setbacks:		Neutral



Attribute	Reliability : 0.76 : 0.918	Score
<b>COMBINED</b>		
23. Accountability for Others:		6.8
24. Concentration:		6.8
25. Conceptual Thinking:		8.6
26. Conflict Management:		5.9
27. Continuous Learning:		8.4
28. Customer Focus:		6.8
29. Decision Making Ability:		7.3
30. Developing Others:		7.4
31. Diplomacy and Tact:		6.6
32. Empathy toward Others:		5.7
33. Flexibility:		7.0
34. Goal Achievement:		7.8
35. Influencing Others:		6.7
36. Interpersonal Skills:		7.0
37. Intuition:		5.2
38. Leading Others:		7.2
39. Objective Listening:		5.8
40. Personal Accountability:		8.5
41. Planning and Organizing:		8.6
42. Practical Problem Solving Ability:		8.5
43. Resiliency:		8.7
44. Results Orientation:		8.1
45. Self-management:		7.8
46. Self-starting Ability:		7.8
47. Teamwork:		7.4



Attribute	Reliability : 0.76 : 0.918	Score
<b>ATTRIBUTE SCORES FROM HIGHEST TO LOWEST</b>		
Resiliency:		8.7
Conceptual Thinking:		8.6
Planning and Organizing:		8.6
Team-Task Cohesion:		8.6
Personal Accountability:		8.5
Practical Problem Solving Ability:		8.5
Continuous Learning:		8.4
Self-control:		8.4
Intuitive Awareness of Self-worth:		8.2
Management Role Engagement:		8.2
Results Orientation:		8.1
Self-judgment:		7.9
Goal Achievement:		7.8
Organizational Policies and Procedures:		7.8
Self-management:		7.8
Self-starting Ability:		7.8
Developing Others:		7.4
Teamwork:		7.4
Decision Making Ability:		7.3
Leading Others:		7.2
Management Identity and Self-direction:		7.2
Flexibility:		7.0
Interpersonal Skills:		7.0
Accountability for Others:		6.8
Concentration:		6.8
Customer Focus:		6.8
Manager-Supervisor Judgment:		6.8
Influencing Others:		6.7
Diplomacy and Tact:		6.6
Interpersonal Relations:		6.0
Conflict Management:		5.9
Emotional Control and Composure:		5.8



Attribute	Reliability : 0.76 : 0.918	Score
Objective Listening:		5.8
Empathy toward Others:		5.7
Intuition:		5.2

## Manager World View



This measures how much you understand and how you feel about the external world around you from a manager-supervisor perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a manager and do you tend to be a doer or a delegator? Do you understand the value of having a mission, rules and systems and do you rely heavily on them in your manager-supervisor role?

### 1. Manager-Supervisor Judgment:

How well do you understand the demands of guiding, managing, and developing others?



This is a general measure of your ability to identify and judge relative value in the context of your manager role. This summarizes your clarity about the three primary dimensions of external management value:

1. Interpersonal Relations
2. Team-Task Cohesion
3. Organizational Knowledge, Vision, and Purpose (including regulatory laws, rules, plans, innovation, and expertise)

A **moderate score** indicates a relatively good understanding of two or three primary dimensions of management, and how to best adapt to changing situations.

### 2. Emotional Control and Composure:

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **moderate score** indicates that you have the capacity to analyze problem situations in an appropriate and rational manner most of the time, but you may have difficulty maintaining composure, or react emotionally to certain stressful situations. This is especially true when you are under deadlines, pressure, or when faced with something totally unexpected, like things not going as planned. You do not mind expressing your feelings or emotions on a regular basis. You tend not

to hold back what you feel needs to be said, and people generally know where they stand with you.

### 3. Interpersonal Relations:

How important are interpersonal relationships to you?



This score measures your understanding of others, as well as your mental clarity regarding the importance of other people and relationships in your management sphere. It measures how you generally esteem and appreciate other people on the job. Your clarity score expresses your judgment about how high or how low you place “relationship” values within the full spectrum of management values.

A **moderate score** reflects that you have developed a relatively good understanding of others, and demonstrate that co-workers and subordinates are usually a top priority to you. However, there may be times when you do not manage your interpersonal relationships well, and demonstrate a stronger focus on other dimensions of management, like operations or results.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 4. Interpersonal Harmony:

How well do you generally get along with co-workers and others?



This score is a measure of your attitude toward effective, harmonious relations with others, and includes the emotional satisfaction and fulfillment you gain from your personal interactions. It shows your attitude and feelings toward the positive aspects of interacting with others and the benefit others can bring into your life and to work projects.

An **under-valued** attitude indicates varying degrees of emotional distance from others on the personal level, a potential lack of community or team spirit with co-workers, manipulators. and in some cases, caution, reluctance or fear of being close to, or working closely with other people.

Combined with a **high** clarity score in Interpersonal Relations, an under-valued attitude here is much less significant, and may be due to your overarching focus on results or operational efficiencies, when working under great duress or demand. Some managers with this attitude may feel it is more important to focus on delegation and team-task cohesion, or organizational policies and procedures versus focusing on interpersonal harmony.

Combined with a **low** clarity score in Interpersonal Relations, this may mean that the good in others is under-valued and made less important, as well as, a devaluation of other people's strengths, abilities, and contribution potential. You may have weak listening skills and be passive or unwilling to engage with others on the personal level, or you may have been hurt by someone close to you and fear taking the risk again. However, many professionals choose to take an emotional distance from co-workers and colleagues purposely, to better maintain objectivity and control.

## 5. Interpersonal Conflict:

How well do you handle disputes or mistakes made when interacting with co-workers and subordinates?



This measures your attitude toward interpersonal conflict and discord with others. It shows your attitude toward the negative aspects of interacting with co-workers and subordinates, and the potential harm others can and often do.

An **under-valued** attitude indicates that you think it is appropriate to critique others and hold them accountable, especially if there is good reason.

Combined with a **high** clarity score in Interpersonal Relations, an under-valued attitude here is less significant, and likely means that you are a manager who not only recognizes others' strengths and talents, but their deficiencies and faults as well. You are not in the habit of ignoring others' shortcomings, but directly address them, because you tend to be more concerned with getting the project or the work done efficiently or according to plan versus sparing others' feelings.

Combined with an **over-valued** attitude in Interpersonal Harmony, you tend to be very clear and supportive of others' strengths as well as trying to help them overcome their weaknesses.

Combined with a **low** clarity score in Interpersonal Relations, you may not even be aware that others have problems or personal deficiencies. You may think it is okay or routine to blame, criticize, or point the finger at people (even if this is counter-productive and may put relationships in jeopardy) or you may be passive and refuse to listen and communicate with others on a personal level. You may not be aware that interpersonal relationships within the organization, or with customers, are being damaged. This is due to being too concerned with getting the work done efficiently or according to plan. You may also be working in an environment where blaming, criticizing, and lack of communication, between management and subordinates, is accepted as "normal" or routine.

## 6. Team-Task Cohesion:

How well do you understand team cohesion, effective procedures, and the processes involved in managing



This dimension reveals your mental grasp of tangible, observable management realities (actions, causal relations between efforts and results, social and professional responsibility, project flow routines) and how they all fit together in actual management situations. This score measures your capacity to understand tangible things, and events, and how they relate to each other comparatively (with particular focus on creating and maintaining proactive/competent work teams, and managing team dynamics and operations efficiently).

A **high score** indicates you know what to do and when to do it in any given management or supervisory situation. You understand how to separate and combine tasks into efficient workflow and prioritize processes and strategies to achieve goals and objectives.

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## 7. Attitude toward Team Achievement:

Do you thrive in your professional management setting?



This score reflects your attitude toward the benefits of practical management actions, adaptability and project completion successes. It measures your level of engagement in routine supervisory procedures used in project management and control, and the degree of familiarity and involvement with diagnostics and project guidance. This score indicates how you relate to the good, constructive aspects of project management and team leadership.

An **under-valued** attitude reflects varying degrees of passive engagement with co-workers and subordinates, which could restrict you from fully embracing hands-on management. You may have a stronger focus on maintaining interpersonal relationships or you may be results-oriented and want everything to go according to plan and policy versus actively and practically managing the process of team dynamics.

Combined with a **high** score in team-task cohesion, you may take the good aspects of effective team or project management for granted, or you may feel impatient with others' performance due to their lack of skill, experience, accuracy or speed.

Combined with a **low** score in team-task cohesion, you may lack certain management skills, taking a distance from consistent involvement and performance efficiency; you may feel a degree of anxiety about hands-on management of team or project diagnostics and interventions. You may procrastinate, or not care enough about project completion with quality, or properly preparing yourself for sustained management success.

## 8. Attitude toward Team Problems:

What is your response when work processes or procedures do not go as you would like?



This score reflects your attitude toward conflicts and problems often encountered in the course of team supervision and project management. It shows how you relate to the negative, destructive, and disruptive aspects that often emerge during active team processes.

An **over-valued** attitude shows you tend to magnify “bad” or destructive aspects of any given work situation including factors like conflict among team members, substandard performance, counter-productive team efforts, lack of efficiency, messing up a job, crisis situations, etc. Your focus is on avoiding or correcting errors and omissions, and you do your best to directly address conflict situations and resolve them as soon as you become aware of them, while ensuring the highest quality of project completion.

Combined with a **high** score in Team-Task Cohesion, you have the capacity to identify, analyze and generate solutions to problems based on established procedures and/or past experience, and get your work team back on track.

## 9. Organizational Policies and Procedures:

How well do you follow and enforce established policies and procedures down-line when managing others?



This dimension is about “what’s what” in the world of management in terms of the organization’s established policies and procedures, clear and precise communication down-line, strategic planning, and how organizational management is structured through established policies, regulations, rules and the use of directives and authority. It involves goals, standards, principles, planning, and all elements establishing definition, structure, and order in the organization and within a work team.

A **high score** indicates conscientiousness and devotion to clear understanding of rules, standards, policies, planning, expectations and goals. You are a manager with the capacity to clarify and share the company’s vision and goals, with both co-workers and the work-teams you supervise. High scores also reflect that you tend to have productive relations with other managers who are

authority figures, including financial officers, administrative regulators, and others who may be in a peer or higher- level position than you are.

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## 10. Attitude toward Compliance:

How well do you accept, follow and enforce established policies and authority in systems and organizations?



This score measures your attitude toward the benefits of effective management (including your own) as governed by structure and effective, established regulatory systems and standards of the organization. This score is about management knowledge and experience learned by coping with systems organization through compliance and enforcing policies and procedures down-line.

An **over-valued** attitude shows an overvaluation of the “good” or beneficial aspects of organizational systems and order, making them even better than they really are. You are dedicated to and seek to promote compliance with authority. You understand the importance of loyalty and cooperation toward established systems and compliance with organizational and regulatory requirements. You also tend to be a dedicated manager of work teams who promotes common goals and aspirations, and who diligently strives to meet or exceed company goals and expectations.

Combined with a **low** score in Organizational Policies and Procedures, you may be heavily reliant on established systems and rules to manage your work team. Although you may not fully understand the rationale behind the rules and systems in place, you may have blind faith in those regulatory systems and do not question them; you may not take initiative toward a new direction or think outside the box, because you feel more comfortable doing things according to the book or company way.

## 11. Attitude toward Defiance:

To what extent do you accept or reject going against the system?



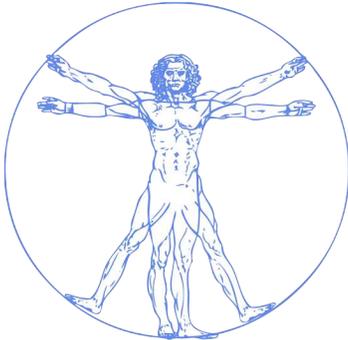
This score measures your attitude toward disorganization and deficiencies in management systems and defiance against authority.

An **over-valued** attitude toward “defiance” or the “bad” or deficient aspects in management systems shows that you magnify them as worse than they really are.



You will tend to point out deficiencies or problems you see in systems as they affect the organization. You do your best to avoid misunderstandings, by being very clear when giving or getting instructions or directives, because you desire to avoid giving or getting misleading information. You are a manager who consistently follows up on responsibilities you have delegated, and have a hard time tolerating others who are inefficient in their delegation or follow-up efforts. You may be corrective or critical of other managers and colleagues who “cheat” or break the rules, abuse the power or authority they are given, or who don’t plan well enough for managing the project, causing waste and extra cost; as well as authority figures, or corporate/regulatory officials who may abuse their position of power, or not live up to reasonable expectations.

## Manager Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your manager-supervisor role and where you are going in your management career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as you manage others?

### 12. Self-judgment:

How clearly do you understand the linkage between being, doing and thinking as a manager?



This is a summary score of your clarity regarding the three primary dimensions of management self-understanding:

1. Intuitive Awareness of Self-worth
2. Manager Role Engagement
3. Manager Identity and Self-direction

A **high score** indicates a clear understanding of your unique individuality, your manager-supervisor role, and future anticipations, reflecting healthy self-esteem.

### 13. Self-control:

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handling the challenges of everyday life in management. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **high score** indicates you are able to maintain self-control when facing personal problems or issues in your manager-supervisor role. You do not tend to show frustration or irritability even when you are not happy with the situation.

### 14. Intuitive Awareness of Self-worth:

How well do you understand the value you bring to management - as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there,” apart from what you can do and achieve.

A **high score** indicates a strong, clear understanding of the self-worth you have as an irreplaceable human being - an awareness of your unique, individual self (who you are), without defining yourself through what you can achieve. A high score indicates you have faith and confidence in yourself and your management potential, and understand your strengths and weaknesses very well. You enjoy just being yourself and feel your life has definite purpose, which makes you excited about your life in general.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

### 15. Attitude toward Personal Potential:

Do you have the inner desire to improve and get better through accessing and drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in management and bring it into reality. It is a measure of the quality of your internal motivation.

An **over-valued** attitude reflects that you are authentic, and totally enjoy being yourself.

When combined with a **high** score in Intuitive Awareness of Self-worth, you know yourself well, believe in yourself, and feel comfortable in the world of managing others; you are excited about your life and your opportunities. You feel you are a good communicator, and you generally do your best and feel a high level of confidence in yourself and your management talents. You may judge yourself as already having arrived at the full development of your potential, which could make you come across to others as somewhat easy-going, complacent, arrogant or narcissistic at times.

### 16. Attitude toward Personal Problems:

What is your attitude concerning personal problems?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving success in life.

A **neutral** attitude indicates an objective and realistic awareness of any personal problems or shortcomings you may have, and the likelihood that you are doing what you can to overcome these problems.

## 17. Management Role Engagement:

Do you feel your talents are being fully utilized within the demands of your management position?



This score measures your ability to achieve and maintain the harmonious integration of your professional management and supervisory roles. It reflects the degree of your personal identification with your management position, and whether you are getting a strong sense of personal fulfillment and achievement from your work roles.

A **high score** indicates that you love what you do for a living and identify strongly with your professional management roles, and you are not experiencing any role conflict. You tend to fully engage yourself in your position and try to be fully present to your various role responsibilities; this indicates you are also highly success oriented.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

## 18. Attitude toward Peak Performance:

How well do you believe you can excel as a manager of others?



This score reflects your attitude toward professional role success, and the degree to which you enjoy your management role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

A **neutral** attitude indicates an objective, balanced view of your management role, and a clear understanding of why you are engaged in your current position. You have a realistic attitude toward role involvement and success, and you tend to see the pros and cons of your management job equally well. You are good at developing and encouraging others, handle the challenges of your work well, and tend to be a clear thinker.

## 19. Attitude toward Performance Problems:

How do you respond when problems arise or things go wrong?



This score reflects your attitude toward problems in your managerial role performance, work ethic, professional management preparedness and engaged participation.

A **neutral** attitude indicates you have an objective, realistic view of potential or actual problems that are inherent in your management role, such as poor working conditions or an overwhelming workload, but you are doing your best to keep those problems under control. This may also mean you are somewhat resigned to your current situation or position.

## 20. Management Identity and Self-direction:

How clear are you about your future – do you have definite goals?



This score measures your self-identity in terms of where you are going in the future. This score is about the definition of your “comfort zone” in your management career, and your understanding of the mental planning and discipline necessary to best organize your life and prepare for the future.

A **high score** indicates you have a clear, strong and mature self concept in terms of what you do in life, as well as definite plans for your future. You understand productive work principles and you have clear performance goals, as well as the discipline to reach your targeted destination. You can be counted on to hold things together during tough times.

**Note:** The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

## 21. Attitude toward Personal Growth:

What is the quality of your mental self-image and how do you project yourself into the future?



This score reflects your attitude about your positive goals and aspirations, and your management career goals for the future.

A **neutral** attitude indicates you have an objective and realistic view about yourself in

terms of the definition of your management identity, goal-achievement, and self-direction. You are open to performance improvement suggestions, and you may also be keeping your future somewhat open to capture the best opportunity that may come along. A neutral attitude here can also indicate that most of your time and energy is focused on what you are doing in the present, or what you have accomplished in the past, and you tend to see the future as a continuation of the past or present. You may be so engaged in fulfilling the responsibilities of your current position that you tend to put any new plans or goals for the future on the back burner.

## 22. Attitude toward Personal Setbacks:

How do you handle personal setbacks and potential failures?



This score reflects your attitude towards barriers, difficulties and “loss of direction” on the road to success in your management career.

A **neutral** attitude reflects objectivity concerning staying on track as opposed to going down dead-ends or blind alleys. You generally have realistic expectations and understand the ups and downs of your current management role.

Combined with a **high** clarity score in Management Identity and Self-direction, you are objective and realistic when it comes to keeping up with new industry knowledge or technology. You may be keeping your future open and flexible to capture the best opportunity that comes your way, or you may you may believe you will continue in your current managerial role, and are putting your energy there, versus making new plans or setting new goals.

Combined with a **low** clarity score in Management Identity and Self-direction, you may be sitting on the fence, not yet having chosen to make a strong personal commitment to your managerial identity, continuous learning, and business success. You may be uncertain about how long your current management role will last; your expectations of your current role may not be realistic; you may not have clarity about your self direction at this point in time, or you may feel you will continue in your current path and are focusing your energy there, versus on the future.

## Combined View



These attributes are measured by combining your World View and Self View to get a complete picture of YOU from a Manager-Supervisor perspective.

### 23. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a manager/supervisor will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance. This means the individual takes the job seriously, and will assume responsibility for results for his or her entire team.

A **moderate score** indicates you are willing to take responsibility for the actions of others on your team most of the time, but you may occasionally lay blame when you feel things are out of your control or when another manager is involved. You may also feel you are responsible for the outcome of too many people, tasks or projects to manage them all with the same degree of quality.

### 24. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **Moderate** score indicates that you have an average concentration and attention span, sometimes focusing well, and at other times, you have difficulty maintaining focus.

### 25. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range plan or projection. You also tend to make accurate predictions concerning the potential results.

## 26. Conflict Management:

How well do you manage conflict as a manager/supervisor?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **moderate score** indicates that most of the time, you are capable of addressing conflict situations effectively. You generally are able to diffuse the tension of conflict, listen effectively to the issues, and reach a mutually beneficial agreement to work through the issues at hand, while maintaining a good professional working relationship. However, there are times and situations when this is more difficult for you than others. This may be especially true when the conflict centers around you or your vision, versus between other individuals on the team.

## 27. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

## 28. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **moderate score** indicates you have a very good level of sensitivity to customer needs and desires. Most of the time, you focus on fulfilling the customer's expectations, and do well in handling potential customer complaints to their satisfaction.

### 29. Decision Making Ability:

How well do you make decisions as a manager/supervisor?



This score measures the ability to make consistently sound, accurate, and timely decisions in your manager/supervisor role.

A **high score** indicates that you are a manager/supervisor who can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to have a dynamic organization that can respond better to the needs of your customers, innovation and market changes.

### 30. Developing Others:

Do you take time to develop the potential of others?



This score measures a person's desire to help others develop their talents and potential, and is closely linked to the clarity and identity with one's own professional role and self-direction. Developing others requires a solid understanding of people, as well as the ability to accurately evaluate their strengths and weaknesses, and what motivates them.

A **high score** indicates you have insight into what each member of your team needs for improvement. You evaluate these needs relative to the norm of "better performance", and do your best to initiate and facilitate each individual's professional growth. You find ways to help them unfold more of their potential in such a way that it will contribute to the growth and improvement of the entire organization.

### 31. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **moderate score** indicates you have developed a good sense for what to say or do in delicate or difficult situations, and most of the time, you try to maintain good relations with others and avoid offending them. You generally respond appropriately when handling new or unfamiliar situations, but there may be times when you are under pressure, or demand to get things done quickly and correctly. This could make you feel impatient or frustrated with others, and you may express irritability, or resort to correction or criticism without considering the impact this may have on their feelings.

### 32. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **moderate score** indicates you are able to understand and empathize with other people most of the time, with genuine sensitivity to their needs and desires. However, there may be times when you do not feel like you can relate to a person's issues, or when you have to focus more on the organization's needs, rules, or processes, than the individual's.

### 33. Flexibility:

How adaptable are you as a manager/supervisor?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **high score** indicates you are not rigid or stubborn in your thinking or approach to life. You are open-minded, with a willingness to compromise and entertain new thoughts, ideas, and ways of doing things. This means you have developed a high level of versatility and adapt well to change.

### 34. Goal Achievement:

How well do you focus on achieving your manager/supervisor goals?



This score measures the capacity to concentrate one's full attention on the task, project or goal(s)

at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in a specific project. You always keep the goal before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and guide the project to completion, come what may.

### 35. Influencing Others:

Are you able to influence people to your point of view?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and be won over to adopt the same position. This usually requires good intuition, listening and communication skills, appealing to another's feelings, or sense of reason, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing or believing.

A **moderate score** indicates that you have a relatively high level of sensitivity when it comes to listening and understanding others' views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds, and opinions.

### 36. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **high score** indicates you have natural or outstanding talent in this area. You feel comfortable interacting with others and put them at ease, because you are personally, professionally, and socially adept, with excellent listening and communication skills. You know how to relate to people, and can adapt well to virtually anyone.

### 37. Intuition:

How well can you "feel into the situation" and process without needing to think or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **low** score indicates you have a difficult time making intuitive decisions; you need more facts, information, analysis, or guidance to feel confident that you are taking the right action.

### 38. Leading Others:

How effective are you at guiding and leading others?



This score is a measure of leadership ability, and the potential effectiveness of leadership efforts. A leader is an individual who understands how to motivate and organize others, and their performance, in such a way that everyone feels a sense of clear direction toward a common goal. A leader plays the directing role in exercising responsible authority, and a commanding influence over others in a way that inspires trust, followership, and motivates people to get things done.

A **high score** indicates you are highly developed as a leader. You identify with the leadership aspects of your role, have self-confidence, and are able to project the organization's mission, purpose, and vision clearly to others. You have developed a genuine understanding for others, and enjoy guiding and influencing them toward common goals and organizational objectives.

### 39. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **moderate score** indicates you have achieved a relatively good level of objective listening. You generally interpret what you are hearing accurately and objectively, and you pay attention not only to content, but to how the other person feels as well. You may occasionally be influenced by your own bias, personal situation, or other things going on around you. If you have a strong opinion on a subject or time constraints, you may not be fully engaged in listening, or you may become argumentative. This will have a negative impact on focusing your full attention on what someone else is saying.

### 40. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions and the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **high score** indicates you will take personal responsibility for successes as well as failures, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

#### 41. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly "see into the future" as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals, objectives and procedures to fulfill your vision.

#### 42. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to a organization wide issue.

A **high score** indicates you are able to understand and interpret the problem in all its aspects. You have the mental capacity and experience to dissect the problem, discern the essential aspects of it, identify the best option for problem resolution, given available resources, and then apply this knowledge to solve the issue.

#### 43. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

#### 44. Results Orientation:

How focused on results are you as a manager/supervisor?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, especially if you consider the results more important than the process or people necessary to achieve it.

#### 45. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **high score** indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your manager-supervisor role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

#### 46. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have the internal motivation and drive necessary to get to work.

A **high score** indicates you feel compelled to "get started now" in working toward your immediate goal or, in general, toward your envisioned, better future. You are self-reliant and demonstrate strong personal initiative and motivation to start working. People with this capacity do not need anyone else or external factors to motivate them. Your strong sense of self-motivation and drive indicates you are the one who gets projects off the ground and keeps them going forward.

#### 47. Teamwork:

Are you focused on all aspects of teamwork as a manager/supervisor?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a team member and demonstrate a willingness to do your part. This includes being the leader, while also contributing to the work needing to be done, and being supportive and helpful to the team members to achieve results. You believe "together, we can achieve more."



Profile Notes: