

“Making Great People Decisions”



**View Reliable
Performance Answers**

**The Executive Summary
For
Linda Sample**

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The Integrated Performance Measurement Report: Making Great People Decisions



This Executive Summary will prove extremely valuable as you seek to make great people decisions. It describes the strength of the three performance multipliers that amplify a person's credentials (*the combination of their hard skills and track record of success*) and how those 3 multipliers translate into performance.

Leverage our 30 years of non-stop research and use what you will discover here to add a scientific performance component to your people processes. This tool can be used for employee selection and development as well as improving teamwork. It will assist you in dramatically reducing and even avoiding making poor people choices that are so costly, disruptive and frustrating.

Summary of the Three Performance Multipliers

The Critical Thinking Measurement

Critical Thinking is the first and most important performance multiplier. It has the unique ability to calculate decision speed, the capacity to work effectively with others and make the right decisions while operating within the established framework of the organization.

The critical thinking measure is based upon the Nobel nominated research into human decision theory and is comprised of three sophisticated algorithms that calculate and measure an individual's capacity to make the correct choices when faced with the problems, challenges and opportunities they encounter (*always applied to their area(s) of expertise*).

The critical thinking measure reports on the capacity to:

1. Identify the core issues that are driving a problem, challenge or opportunity.
2. Create a workable solution for the identified core issue(s) needing attention.
3. Implement the workable solution that respects the guidelines of the organization and within the scope of the resources that are currently available to the individual.

The Internal Motivator/Driver Measurement

The Internal Motivators/Drivers are the second performance multiplier. Based upon Harvard research into human motivation, it measures the hierarchy and the relative strength of each of the seven universal human motivators and how they uniquely combine to form the "action steps" an individual will WANT to take as they translate their critical thinking decisions into plans and results. It indicates how a person will try to influence those results in order to reflect their most influential motivators.

The DISC Behavioral or Communication Style Measurement

The Behavioral or Communication Style is the third performance multiplier. Fostered by 65 years of research into human interactive dynamics, this multiplier identifies the STYLE someone will use to communicate their motivated, critical thinking decisions to other people. Unlike other tools, we measure the 12 integrated behavioral and communication factors that plot how the person's levels of assertiveness, extroversion, patience and precision uniquely combine to form the overall behavioral display the individual will most often use when sharing and communicating their ideas, beliefs, recommendations and fears with others.

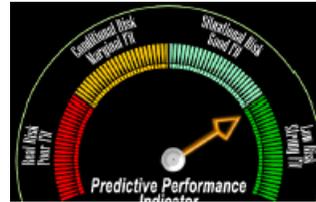
Integrated Performance Analysis for Linda Sample

How Critical Thinking, Internal Motivators and Behavior and Communication Style amplify this individual's credentials

Linda's Critical Thinking

The applied critical thinking performance multiplier and associated measurements are defined as a function of risk, or the probability of errors in judgment which affect a person's performance. It is given a "Z score" represented by A, B, C or D.

CRITICAL THINKING RISK LEVEL			
D	- C +	- B +	A
			X
Cautionary REAL Risk <i>Marginal Critical Thinking and Judgment</i>	Average Conditional Risk <i>Average Critical Thinking and Judgment</i>	Good Situational Risk <i>Good Critical Thinking and Judgment</i>	Strong Low Risk <i>Strong Critical Thinking and Judgment</i>



Linda's Critical Thinking Z score" earns very strong Low Risk (A level) tactical or "practical next step" critical thinking and similar Low Risk (A level) "strategic or leadership" critical thinking

as she faces the typical management problems, challenges and opportunities supported by her specific area(s) of expertise.

View her prioritized critical thinking **Mgt. strengths** that support her ability to make decisions that actually achieve her targeted results and the **Mgt. blockers that can interfere** with her ability to leverage her natural strengths.

Linda's Prioritized Critical Thinking Strengths

- 1) Attention To Concrete Detail: (Managing Activities) (MGT-12A)-Excellent Potential**
Excellent practical, common sense ability to see and pay attention to things, situations, and practical thinking.
- 2) Role Satisfaction: (Managing Self) (MGT-33A)-Excellent Potential**
Combination of confidence about their ability to perform and an urgency to push ahead and get things done.
- 3) Using Common Sense: (Managing Problems) (MGT-14C)-Excellent Potential**
Excellent focus and ability to see and understand how to get things done in a practical, common sense way.
- 4) Concrete Organization: (Planning And Organizing) (MGT-21A)-Excellent Potential**
The ability and the willingness to spend time and energy concretely organizing and planning.
- 5) Attitude Toward Others: (Managing Others) (MGT-2B)-Excellent Potential**
Cautiously discrete attitude that stays in touch with the positive and negative potential of others.
- 6) Seeing Potential Problems: (Managing Problems) (MGT-16)-Excellent Potential**
Excellent capacity for identifying crucial issues in complex and confusing situations.
- 7) Results Oriented: (Getting Things Done) (MGT-26A)-Excellent Potential**
Extremely results and 'now' oriented focusing time and energy on decisions that have an immediate result.
- 8) Health/Tension Index: (Managing Self) (MGT-35B)-Excellent Potential**
Unique combination of clear personal identity and a sense of balance helps them see and accept successes and mistakes.
- 9) Self Assessment: (Managing Self) (MGT-31)-Excellent Potential**
The ability to realistically see and understand how to utilize personal strengths in situations.

Strength Scoring

Legend:

- Excellent = A Level
- Very Good = B Level
- Good = C Level
- Transition = D Level

Linda's Prioritized Critical Thinking Blockers

- 1) Self Esteem: (Managing Self) (MGT-30A)-Situational Risk**
Inattentive to inner self worth, may be too hard on themselves and too critical of themselves when they do not measure up.
- 2) Meeting Established Standards: (Managing Activities) (MGT-7B)-Situational Risk**
Strong sense of perfectionism can lead them to impose an inflexibility without regard to consequences of the decision.
- 3) Doing Things Right: (Managing Activities) (MGT-8B)-Situational Risk**
Tend to set unrealistic expectations, to be out of touch and impatient with a world that will not or cannot live up.

Blocker Strength

Scoring Legend:

- Real = D Level
- Conditional = C Level
- Situational = B Level
- Low = A Level

Linda's Specific Management Core Competency Scores

Below are the scores of the 35 *specific Mgt. competencies* that drive the overall "right decision making capacity" that leverages this person's credentials and supports their targeted performance and results.

Supporting Performance Zone Factors	Low Risk (Strong Access to this Factor)	Situational Risk (Good Access to this Factor)	Conditional Risk (Marginal Access to this Factor)	Real Risk (Poor Access to this Factor)
Working With Others	View definitions: http://www.mauianalysis.com/35-defined.pdf			
- Insight Into Others	✓			
- Attitude Toward Others	✓			
- Prejudice/Bias Index	✓			
- Sensitivity To Others	✓			
- Listening To Others	✓			
- Talking At The Right Time	✓			
Managing Activities				
- Meeting Established Standards		✓		
- Doing Things Right		✓		
- Attention To Policies & Procedures	✓			
- Meeting Schedules & Deadlines	✓			
- Attitude Toward Authority	✓			
- Attention To Concrete Detail	✓			
Problem Solving				
- Evaluating What To Do	✓			
- Using Common Sense	✓			
- Intuitive Insight	✓			
- Seeing Potential Problems	✓			
- Proactive, Conceptual Thinking	✓			
Planning & Organizing				
- Realistic Goal Setting	✓			
- Short Range Planning	✓			
- Long Range Planning	✓			
- Concrete Organization	✓			
- Conceptual Organization	✓			
- Attention To Planning	✓			
Getting Things Done				
- Self Confidence	✓			
- Goal Directedness	✓			
- Results Oriented	✓			
- Ambition	✓			
- Persistence	✓			
- Consistency	✓			
Managing Self				
- Self Esteem		✓		
- Self Assessment	✓			
- Self Control	✓			
- Role Satisfaction	✓			
- Flexibility & Adaptability	✓			
- Health/Tension Index	✓			

Risk Competency Strength Scoring Legend:

Real = D Level
 Conditional = C Level
 Situational = B Level
 Low = A Level

*Note: The Health/Tension Index is a unique measurement that presents the risk of frustration and anxiety when one's thinking, alternatives, suggestions, and ideas are not well- received, do not fit, or are rejected by one's peers and co-workers.

Understanding Linda's Critical Thinking Decision Pattern

"Measuring what was thought to be unmeasurable!"



Built upon the Nobel Nominated research of Dr. Robert S Hartman, this page reflects how <<es17>>'s mind determines a "good or bad choice." The research confirmed that humans have a "consistent decision making pattern" that reflects the person's expected RESULTS (practical thinking), how those results will operate within the RULES of the Organization or Environment and how those expected results will IMPACT and AFFECT OTHER PEOPLE.

View the components that empower Linda's unique decision making pattern. The human mind evaluates *EVERYTHING* via 6 separate but integrated views – 3 are workplace focused (empathy, practical thinking and systems judgment) and 3 are internally focused (self-esteem, role awareness and self-direction). Each view has an element of CLARITY or UNDERSTANDING and an element of BIAS/ATTENTION or IMPORTANCE. These 12 bi-modal views (6 dimensions X 2 views each) combine to form the strength, i.e., clarity and bias/attention that form this person's critical thinking and their evaluative judgment. This pattern displays the integrated descriptors shown in red.

Here is Linda's decision making pattern:

<p>Empathy – Knowing how your decisions impact others Clarity of understanding and the importance assigned to how her choices will be received by other people.</p>	<p>Linda's Empathy score is <u>CLEAR WITH A NEGATIVE, INATTENTIVE BIAS</u>. View how her concern for other people's reactions will influence her decisions: PERCEPTIVE, CAUTIOUSLY PRAGMATIC, SKEPTICAL AND PRESET</p>
<p>Practical Thinking – Knowing how your decisions impact results Clarity of understanding and the importance assigned to how her choices and solutions will influence the targeted results.</p>	<p>Linda's Practical Thinking score is <u>CRYSTAL CLEAR WITH A POSITIVE OVERATTENTIVE BIAS</u>. View Linda's valuation of how her alternative choices will impact her results: KEENLY PERCEPTIVE, RESULTS ORIENTED, PRAGMATIC</p>
<p>System Judgment – Knowing how your decisions will impact rules Clarity of understanding and the importance assigned to how her choices will work with the established structure, rules and standards</p>	<p>Linda's System Judgment score is <u>CLEAR WITH A POSITIVE, ATTENTIVE BIAS</u>. View how the "rules", structure and policy will influence her decisions: PERFECTIONISTIC, IDEALISTIC, STRUCTURED, ANALYTICAL</p>
<p>Self-Esteem – Knowing how your decisions will impact you Clarity of understanding and the importance applied to how her choices will impact how she values herself.</p>	<p>Linda's Self-Esteem score is <u>CLEAR WITH A NEGATIVE, INATTENTIVE BIAS</u>. View how she believes her self-esteem will be impacted by her expected results. INATTENTIVE TO INNER SELF WORTH, FEELS DOUBT AND QUESTIONS.</p>
<p>Role Awareness – Knowing how your decisions impact your role Clarity of understanding and the importance applied to how her choices will impact her valuation of her current role.</p>	<p>Linda's Role Awareness score is <u>CLEAR WITH A POSITIVE, OVERATTENTIVE BIAS</u>. View how Linda believes her current role will be impacted by the expected results: EXTREMELY ATTENTIVE TO SOCIAL/ROLE IMAGES, CONFIDENT</p>
<p>Self-Direction – Knowing how your decisions impact your future Clarity of understanding and the importance applied to how her choices will contribute to how her future OUGHT to be.</p>	<p>Linda's Self-Direction score is <u>CRYSTAL CLEAR WITH A NEGATIVE CAUTIOUS BIAS</u>. View how Linda believes the expected results will square with her view of how things OUGHT to be: KEENLY PERCEPTIVE, HOLDING PATTERN, UNCERTAIN</p>

Critical Thinking Scoring Legends *"How one's clarity and bias combine to form every decision!"*

Clarity = Understanding

1. Crystal Clear – Excellent understanding of the capacity.
2. Clear Clarity - Good understanding.
3. Unconventional Clear Clarity – Good understanding that has a creative "out of the box" perspective.
4. Visible Clarity – Some aspects ARE visible and some aspects are invisible – subject to errors in judgment.
5. Transition Clarity – Poor understanding with questions and confusion.

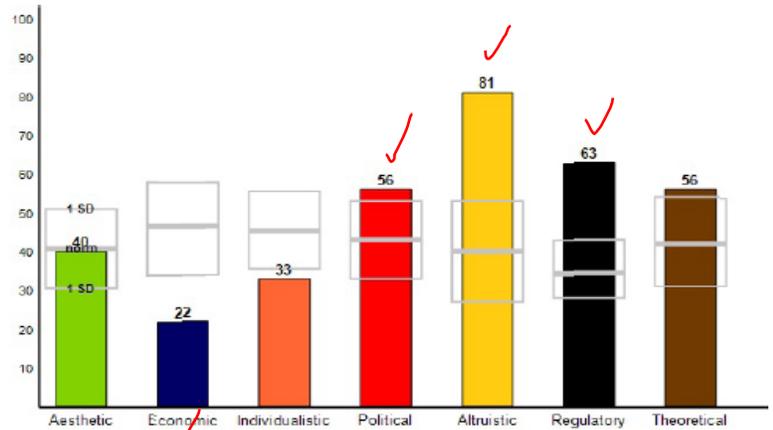
Bias/Attention = Importance of the clarity

- Inattentive [Double Negative (- -)] bias = Little importance
- Cautious [Single Negative (-)] bias = May not rely upon this view as a strength when making decisions.
- Attentive [Single Positive (+)] bias = Considered important without losing balanced perspective.
- Over Attentive [Double Positive] bias = Likely pay too much attention to this view. It will be considered VERY important

Linda's Internal Motivators/Drivers

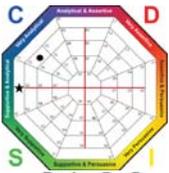
View the MOST INFLUENTIAL internal motivators or drivers that identify Linda's 'personal agenda.' These motivators uniquely combine to identify the 'action steps' that shape and influence her priorities and pursuits.

- 1. Altruistic (+)** Prioritize solutions that allow her to bring value, assistance and help others.
- 2. Regulatory (+)** Prioritize solutions where she can operate within established protocols, guidelines, standards and company codes.
- 3. Economic (-)** Prioritize solutions where she can deliver a very high level work product and service to others that may supersede focus on the bottom line.
- 4. Political (+)** Prioritize solutions that enable her retain control of her projects and assignments.

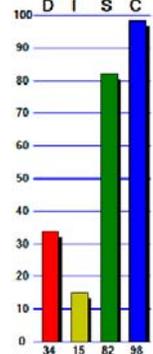


Note: 68% of the General Population plot somewhere inside the grey boxes. Scores most above(+) OR below(-) the mean identify the motivators that will have the greatest influence on decisions.

Linda's Behavioral and Communication Styles



Primary Behavioral Style Overview: Linda's behavioral style relies upon procedure and structure in all aspects of life. They are detail oriented and seek perfection. They want & need to know the expectations and the timetable for their work. They can get bogged down in detail and will not rush important decisions. They will take a risk IF they have the facts to support it. Linda may be suspicious of too many complements.



Primary Communication Style Overview: Linda communicates her very good (A level) critical thinking via an overall INDIRECT and GUARDED style. The INDIRECT style is reserved, cooperative and patient and the Guarded style is specific, private, logical and results oriented.. She delivers her communication style in an overall systematic and reliably balanced and somewhat reticent manner. Others will likely view her as someone who relies upon structure, order and procedure, who takes care in her choice of words and deeds, favor solutions that operate within company guidelines and who will consider alternative ideas when working with others.

Emotional Characteristics: Focus on doing things right, may appear reserved and restrained.

Goals: To achieve stable and reliable accomplishments.

How others are valued: The consistent ability to be precise and accurate.

Group Influence: Via detailed and accurate input to team efforts.

Value to the Organization: Will embrace and support high quality and expected standards.

Warnings: May sometimes rely too much on past procedures; can become rule bound.

When Under Stress: May revert to too much diplomacy and tap dancing.

Fears: Aggressive and demanding relationships and interactions.

Linda's Primary Communication Strengths:

This Indicates:

- You maintain a high degree of accuracy while keeping an eye toward project deadlines.
- You demonstrate a high degree of technical specialty and skill in your area of expertise.
- You have an excellent, considerate, analytical listening style.
- You are a strong guardian of quality-control standards and procedures.
- You may be sought after by other members of the team because of your complete knowledge of processes and procedures.
- You provide valuable input on projects by considering possible pitfalls that others on the team may have overlooked.
- You are tactful in explaining ideas that may impact others on the team.

Linda's Performance Overview and Recommendations

General Performance: Ability to operate within the area(s) of expertise

Within her area(s) of expertise, Linda is an individual who can rely upon very good (A level) critical thinking to resolve the typical management and leadership problems, challenges and opportunities she encounters. Her action steps are focused on helping others, operating within the rules and delivering a superior result. She communicates her motivated critical thinking in an overall patient and task oriented manner. Be aware that she is a perfectionist who insists on doing things right, is optimistic about herself and the world, has a cautious hesitant attitude toward others and is a very "results now" oriented individual.

Screening and Hiring: Ability to perform in this specific role

As you consider the impact that the three performance multipliers summarized above will have on Linda's credentials, we would view her as **a VERY VIABLE individual who should deliver satisfactory results in any leadership or management role supported by her knowledge, experience and documentable track record of past successes.** Based upon her survey results, she believes her natural talents and abilities **ARE IN SYNCH** with her current role and she believes she would excel in any similar opportunity.

Training & Development: Areas where Linda may need support

This Indicates:

- You may sometimes be perceived as slow to make decisions and tentative about making changes.
- You could demonstrate a bit more spontaneity, and take yourself a bit less seriously.
- You may be too tightly bound to established procedures and tradition, even as more efficient and effective methods become available.
- You could demonstrate more flexibility regarding new ideas and innovations.
- You may sometimes use facts, figures, and details as a 'security blanket' to avoid confrontation or hostility.
- You could broaden your perspective by interacting with a wider variety of people.
- You may be perceived by some as rigid, inflexible, and overly strict regarding procedures and options.

Teamwork: Linda should thrive in teaming opportunities that provide

- A work culture that demonstrates sincere care for the people in it.
- Identification with the team or greater organization.
- A close-knit group of people with whom you have developed mutual trust, rapport, and credibility.
- Activities that can be monitored from beginning to end.
- Few sudden shocks, unexpected problems, or crises.
- Freedom from intensely pressured decisions.
- Sufficient time to adjust to changes in workplace procedures.

Note: The Executive Summary should not be used as the sole source for decisions regarding hiring, placement, career moves, or termination. It should be used along with your evaluation of their credentials* (e.g., education, background, track record, job stability and interviewing results developed for this specific person in light of the needs of this specific position).