



Attribute Index - Leadership

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Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns based on two distinct factors unique to axiology.

The Personal Style: People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

The Practical Style: People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

The Analytical Style: People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

External Decision Making Pattern Summary

You tend to interpret situations in terms of people and their social and work relationships first, and then the relationships to the larger system or structure within which these people exist. Social behavior and productive application of human resources take precedence over system and organization, or compliance with the existing structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with good to very good systemic thinking ability. This means that you are someone who values people and their needs as important and balance this importance with business objectives in a good way. Your lower valuation of the Systems dimension implies that you are not as concerned about having strict order or structure. Your overall development levels in the People and Tasks dimensions are equal and high, while the Systems dimension is moderate, but under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

- Teamwork or any group effort
- Interpersonal communication
- Empathy
- Practical thinking
- Understanding others
- Planning and organizing
- Balancing performance and people needs with goal demands

Minimizers

- Appreciation for authority, rules and regulations as compared to that of people and results
- May tend to prefer production deadlines or personnel needs in favor of rules or systemic guidelines
- Systems dimension thinking

Motivators

- Financial security
- Peer recognition
- Family needs
- Status and recognition
- Personal relationships

Needs for Growth

Develop better two-way communication with authority figures, and greater balance between appreciation for set rules, parameters, order or structure and people and performance objectives.

Targets for Reinforcement (R) and Development (D)

- Results orientation (D)
- Problem Solving (D)
- Relating to others (R)

Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership.

Internal Decision Making Pattern Summary

The "Split" in a Pattern title signifies extreme separation between a person's Maximizers and minimizers. The difference between the two can be extreme and very noticeable.

You tend to have a good self esteem and you define yourself based mostly on your own internal sense of worth, rather than the job you hold or things you own. You live according to a strong sense of who you feel you are, not what others would want you to be. Your work or primary social roles are of lesser importance to you in comparison. It is also very possible that you are suffering from some role confusion right now. Something about one of your major roles in life has changed and as a result you have confusion about how to proceed. You see the People dimension very well and this is where you have your highest level of development. The Tasks and Systems dimensions are equal to you in both their importance and development, but both are considered to have low development levels compared to your high People skills. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

Maximizers

- Resiliency
- Positive self image
- Handling rejection

Minimizers

- Lack of drive and ambition for exclusively material, position related things
- Sense of direction
- Self sacrifice

Motivators

- Self improvement
- Self discovery

Needs for Growth

Improve your self-image, create a more balanced view of your role's importance and define a clearer sense of direction based on that balanced view.

Targets for Reinforcement (R) and Development (D)

- Self discipline (D)
- Sense of mission (D)
- Role awareness (D)
- Personal commitment (D)

This graph summarizes the 7 .

Report Component Graphs

1. Envisioning an Outcome



2. Understanding Your Supporters



3. Communicating Your Vision



4. Serving Others



5. Inspiring Others



6. Guiding Others



7. Developing Yourself



1. Envisioning an Outcome (7.1)

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

2. Understanding Your Supporters (8.9)

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

3. Communicating Your Vision (6.6)

In order to engage people to follow you must clearly communicate your vision to them. The most powerful movements for change are created by people who have an emotional commitment to the mission and are passionate about it. Therefore you must be able to communicate with people not just through logical arguments, but in a way that touches them emotionally. You must first have that passion for your mission and to allow others to see your passion. It takes a certain amount of courage to champion a new idea, which by definition, others can't yet see

4. Serving Others (8.6)

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

5. Inspiring Others (7.6)

Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

6. Guiding Others (7.2)

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

7. Developing Yourself (5.2)

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker,

Category Description

Leading begins with realizing and clearly envisioning the overall mission to accomplish. A mission is what is going to happen, not how. Realizing your mission leads to the understanding of where change is required and why it is needed now. It takes initiative and determination to solidify the vision and set goals around its achievement. "Starting with the End in Mind," as Steven Covey wrote in the Seven Habits of Highly Successful People, is how you point the way for others who can't see it yet.

Category Component Graphs

Conceptual Thinking



Initiative



Persistence



Project and Goal Focus



Results Orientation



Category Component Descriptions

Conceptual Thinking (7.9)

evaluates Leonardo's ability to see the big picture and then to determine which direction to take, and how resources should be used to attain future goals.

Initiative (6.2)

evaluates Leonardo's ability to direct his energy toward the completion of a goal without an external catalyst.

Persistence (6.3)

evaluates Leonardo's ability to stay on course in times of difficulty.

Project and Goal Focus (7.2)

evaluates Leonardo's ability to stay on target regardless of circumstances.

Results Orientation (7.9)

evaluates Leonardo's ability to identify the actions necessary to complete tasks and to obtain results.

Category Description

Understanding how your vision satisfies peoples' perceived needs is crucial to engage them. You must know what changes others are receptive to and ready for. Listening carefully and objectively will insure that your mission is one that others will embrace. Without followers, you can't be a leader, and followers will only voluntarily engage in something they think satisfies their needs as well as your goals.

Category Component Graphs

Empathetic Outlook



Evaluating What Is Said



Realistic Expectations



Understanding Attitude



Category Component Descriptions

Empathetic Outlook (9.3)

evaluates Leonardo's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating What Is Said (7.3)

evaluates Leonardo's openness toward other people and his willingness to hear what others are saying, rather than what he thinks they should say or they are going to say.

Realistic Expectations (9.6)

evaluates whether Leonardo's expectations (in either quality of production or quality of performance) of others can realistically be met.

Understanding Attitude (9.3)

evaluates Leonardo's ability to read between the lines and to understand body language, reticence, stress, and emotions.

Category Description

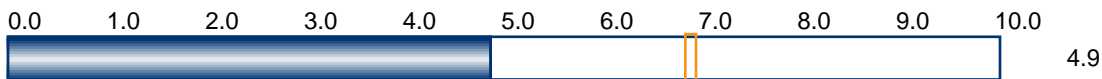
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Category Component Graphs

Conveying Role Value



Personal Commitment



Self Confidence



Self Direction



Self Esteem



Category Component Descriptions

Conveying Role Value (6.8)

evaluates Leonardo's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Personal Commitment (4.9)

evaluates Leonardo's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Self Confidence (7.2)

evaluates Leonardo's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (5.2)

evaluates Leonardo's internal drive to excel in and believe in his chosen career path.

Self Esteem (9.0)

evaluates Leonardo's ability to realize and appreciate his own unique self worth.

Category Description

People will not chase a difficult dream for very long unless they think it supports their own personal goals. You must insure that people connect both your vision and your actions with their own goals. They initially chose to follow you because they thought that by helping you they would help themselves. Now that they are engaged you must work at reinforcing the initial faith they placed in you.

Category Component Graphs

Accountability For Others



Attitude Toward Others



Empathetic Outlook



Evaluating Others



Category Component Descriptions

Accountability For Others (6.0)

evaluates Leonardo's ability to be responsible for the consequences of the actions of those whom he manages.

Attitude Toward Others (9.3)

evaluates Leonardo's ability to maintain a positive, open and objective attitude towards others.

Empathetic Outlook (9.3)

evaluates Leonardo's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Evaluating Others (9.6)

evaluates Leonardo's ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.

Category Description

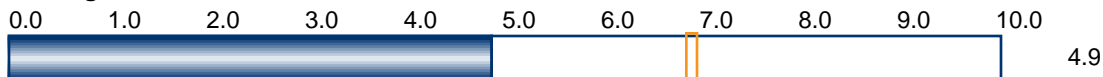
Embarking on difficult and uncertain journeys requires a special kind of energy in order to continue for the long term. Inspiration draws forth that special energy that can only come from the individual. Therefore, leading others for the long term requires that you are able to recognize and bring this energy. People become inspired when they start believing they have more ability than they thought they did. Therefore, leading includes challenging people to do more than they have before, and empowering them to make efforts that will yield a positive result. Sharing hope and courage will keep people motivated to continue on with the mission, even when it seems like the goal is still a long way off.

Category Component Graphs

Developing Others



Gaining Commitment



Leading Others



Long Range Planning



Persuading Others



Category Component Descriptions

Developing Others (9.6)

evaluates Leonardo's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Gaining Commitment (4.9)

evaluates Leonardo's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.

Leading Others (9.0)

evaluates Leonardo's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

Long Range Planning (6.7)

evaluates Leonardo's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Persuading Others (7.9)

evaluates Leonardo's ability to present his viewpoint in such a way that it is accepted by others.

Category Description

In taking action and moving toward completion of your mission and vision, there will inevitably be surprises and unexpected results. A person skilled in leading will continually assess the plan for achieving the stated goals and make course corrections along the way. Part of this process is to test, in the real world, the initial assumptions that were made. Leading requires a focus on the milestones along the way, not only on the long-term mission. Followers require some indication that they are on the right track and this builds confidence in the leader. A leader requires great courage and character to be tenacious about moving forward, and not exhibiting loss of confidence, even in the face of disappointment.

Category Component Graphs

Flexibility



Practical Thinking



Proactive Thinking



Self Control



Category Component Descriptions

Flexibility (8.4)

evaluates Leonardo's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

Practical Thinking (8.8)

evaluates Leonardo's ability to realistically identify problems and solutions in practical terms, rather than in theoretical or conceptual terms.

Proactive Thinking (7.7)

evaluates Leonardo's ability to determine the future implications of current decisions and actions.

Self Control (4.0)

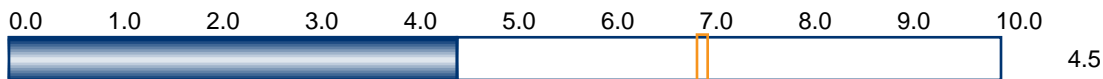
evaluates Leonardo's ability to remain rational and objective when faced with a stressful and emotional situation.

Category Description

In order to understand, motivate and lead others, you must first understand yourself. As Chris McCusker, Chairman and CEO of Motorola once said, "Leadership is going first in a new direction - and being followed". So before a person can lead others they must lead the way. This applies to helping people become better. Leaders must practice what they preach and be able to see and develop themselves before they can do so for others.

Category Component Graphs

Role Awareness



Self Assessment



Self Confidence



Self Direction



Category Component Descriptions

Role Awareness (4.5)

evaluates Leonardo's ability to be aware of his role in the world or within a given environment as well as understanding expectations and how those expectations are to be met.

Self Assessment (4.0)

evaluates Leonardo's ability to identify his personal management strengths and weaknesses practically and objectively.

Self Confidence (7.2)

evaluates Leonardo's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

Self Direction (5.2)

evaluates Leonardo's internal drive to excel in and believe in his chosen career path.

External

Empathy



Practical Thinking



Systems Judgment

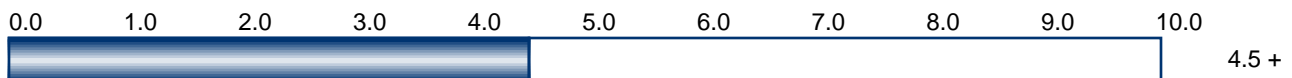


Internal

Self Esteem/Self Belief



Role Awareness



Self Direction



Realistic Goal Setting For Others (10.0)	Conceptual Thinking (7.9)
Correcting Others (9.8)	Respect For Policies (7.9)
Developing Others (9.6)	Results Orientation (7.9)
Evaluating Others (9.6)	Sense of Belonging (7.9)
Freedom From Prejudices (9.6)	Systems Judgment (7.9)
Realistic Expectations (9.6)	Diplomacy (7.8)
Sensitivity To Others (9.6)	Proactive Thinking (7.7)
Understanding Motivational Needs (9.6)	Realistic Personal Goal Setting (7.7)
Attitude Toward Others (9.3)	Evaluating What Is Said (7.3)
Empathetic Outlook (9.3)	Project and Goal Focus (7.2)
Human Awareness (9.3)	Self Confidence (7.2)
Monitoring Others (9.3)	Sense of Timing (7.1)
Personal Relationships (9.3)	Self Starting Ability (6.9)
Relating To Others (9.3)	Attitude Toward Honesty (6.9)
Understanding Attitude (9.3)	Conveying Role Value (6.8)
Emotional Control (9.3)	Enjoyment Of The Job (6.8)
Handling Rejection (9.3)	Role Confidence (6.8)
Creativity (9.2)	Consistency and Reliability (6.7)
Integrative Ability (9.2)	Long Range Planning (6.7)
Intuitive Decision Making (9.2)	Problem Management (6.4)
Problem and Situation Analysis (9.2)	Persistence (6.3)
Seeing Potential Problems (9.2)	Job Ethic (6.3)
Surrendering Control (9.2)	Initiative (6.2)
Theoretical Problem Solving (9.2)	Personal Drive (6.2)
Handling Stress (9.0)	Personal Accountability (6.1)
Leading Others (9.0)	Balanced Decision Making (6.1)
Self Esteem (9.0)	Self Management (6.0)
Self Improvement (9.0)	Accountability For Others (6.0)
Problem Solving (8.9)	Self Direction (5.2)
Concrete Organization (8.8)	Self Discipline and Sense of Duty (5.2)
Practical Thinking (8.8)	Sense of Mission (5.2)
Respect For Property (8.8)	Gaining Commitment (4.9)
Status and Recognition (8.8)	Meeting Standards (4.9)
Flexibility (8.4)	Personal Commitment (4.9)
Attention To Detail (8.3)	Material Possessions (4.5)
Following Directions (8.3)	Project Scheduling (4.5)
Quality Orientation (8.3)	Role Awareness (4.5)
Persuading Others (7.9)	Self Assessment (4.0)
Using Common Sense (7.9)	Self Control (4.0)