



**The Centering PointSM
Reports
Extended Manager Interview Guide**

Prepared for:

Demo Sample

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Extended Manager Interview Guide **SUMMARY**

ATTITUDES:

- Individualist, does things their own way
- Optimistic about self and world
- Cautious, reserved attitude toward others
- Results, 'now' oriented attitude toward getting things done

PROBLEM SOLVING:

- Good intuitive insights, 'gut instincts'

SELF IMAGE:

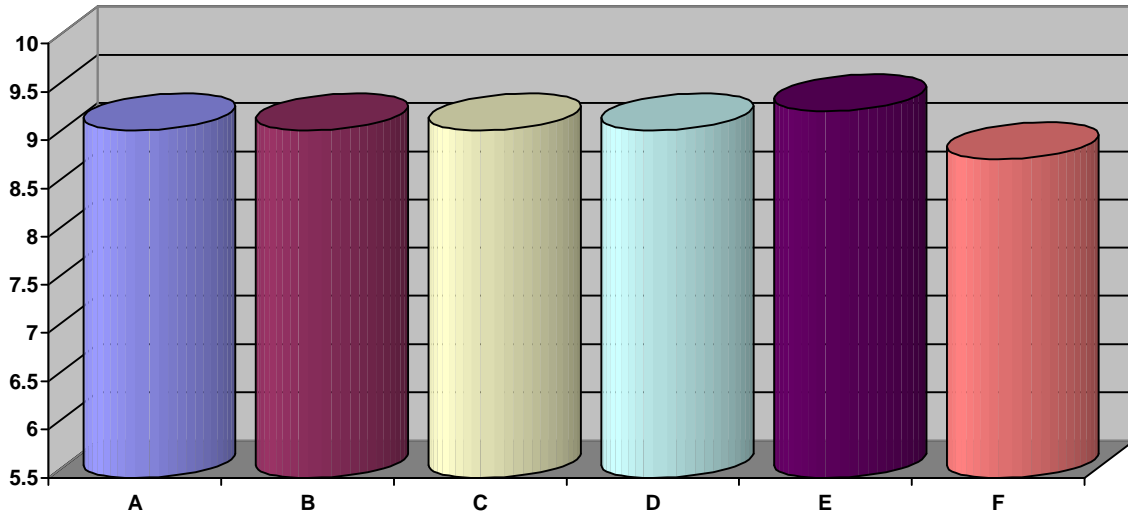
- No fear of failure or success
- Confident, self assured
- Inner directed, sees things their own way

MOTIVATORS:

- Results, getting things done
- Money, material things
- Status, recognition
- Sense of mission, personal goals

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GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Working With Others (Low Risk) — Measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.
B) Managing Activities (Low Risk) — Measures the ability to see what is needed to get things done.
C) Problem Solving (Low Risk) — Measures the ability to identify potential problems and generate effective solutions.
D) Planning & Organizing (Low Risk) — Measures the ability to set goals, build plans, and translate them into action.
E) Getting Things Done (Low Risk) — Measures the ability of an individual to focus energy on tasks and follow them to completion, dealing with the stresses and strains without losing freedom of action.
F) Managing Self (Low Risk) — Measures the ability to see, understand, and be sensitive to personal uniqueness, confidence, competency, goals, and self organization.

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PERSONAL MANAGEMENT INVENTORY

PRIORITIZED CORE STRENGTHS

1) 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.

2) Persistence: (Getting Things Done) (MGT-28A)-Excellent Potential

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

3) 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.

4) Evaluating What To Do: (Managing Problems) (MGT-13)-Very Good Potential

Excellent ability for sizing up situations, for identifying problems and generating constructive alternatives.

5) Self Assessment: (Managing Self) (MGT-31)-Very Good Potential

The ability to realistically see and understand how to utilize personal strengths in situations.

6) Attention To Policies, Procedures: (Managing Activities) (MGT-9E)-Very Good Potential

Strong individualism and respect for rights of customers will focus on implement policies that are beneficial to customers.

7) Talking At The Right Time: (Managing Others) (MGT-6C)-Very Good Potential

Ability to correctly identify what is the correct or appropriate response and when the time is right to make their point.

8) Self Control: (Ability To Handle Rejection) (MGT-32)-Very Good Potential

The ability to maintain composure in difficult prospecting, interview, or closing situations.

9) Consistency: (Getting Things Done) (MGT-29C)-Very Good Potential

The ability to feel confident and competent about staying on track even in difficult times.

PRIORITIZED DEVELOPMENT COMMENTS

1) Health Tension Index: (Managing Self) (MGT-35B)-Real Risk

Imbalance in their thinking can generate anxiety, frustration, and despair as they seek to match expectations to actions.

2) Attitude Toward Authority: (Managing Activities) (MGT-11C)-Situational Risk

Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority.

3) Proactive, Conceptual Thinking: (Managing Problems) (MGT-17A)-Situational Risk

A preoccupation with 'now' oriented thinking can lead to reactive thinking and a lack of attention to consequences.

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PERSONAL MANAGEMENT INVENTORY
PRIORITIZED INTERVIEW NOTES

1) Health/Tension Index: (Managing Self) (MGT-35B)-Real Risk

They tend to have difficulty adapting when decisions and priorities do not match their expectations and to look for ways to get out of the stress even if they must make a mistake or refuse to take action.

2) Attitude Toward Authority: (Managing Activities) (MGT-11C)-Situational Risk

They tend to disregard rules, norms, and conventions about how things should be done and do things their own way regardless of consequences. Test their ability to accept ideas and ways of doing things other than their own.

3) Proactive, Conceptual Thinking: (Managing Problems) (MGT-17A)-Situational Risk

Results oriented, reactive thinking leads to a focus on deciding first and worrying about consequences later. Test their ability and willingness to examine consequences prior to or at least in the process of taking action.

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4) Long Range Planning: (Planning And Organizing) (MGT-20B)-Situational Risk

A tendency to be naturally skeptical about the value of spending time and energy on long range planning.

5) 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.

6) Attitude Toward Others: (Managing Others) (MGT-2B)-Low Risk

Skeptical and cautious, impatient with others, may not pay attention to needs and concerns of others.

7) Doing Things Right: (Managing Activities) (MGT-8C)-Low Risk

Individualistic thinking can lead them to disregard even the need for order, structure, and doing things by standards.

8) Insight Into Others: (Managing Others) (MGT-1B)-Low Risk

Stubborn, perfectionistic, and cautious thinking can cause them to over customer needs and interests.

9) Intuitive Insight: (Managing Problems) (MGT-15)-Low Risk

May have difficulty knowing what their feelings mean or disregard the strength of their inner feelings.

10) Role Satisfaction: (Managing Self) (MGT-33A)-Low Risk

Tend to be overconfident, to either expect too much from their role or too much from themselves.

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MANAGER CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Managing Others				
- Insight Into Others	ü			
- Attitude Toward Others	ü			
- Prejudice/Bias Index	ü			
- Sensitivity To Others	ü			
- Listening To Others	ü			
- Talking At The Right Time	ü			
Managing Activities				
- Meeting Established Standards	ü			
- Doing Things Right	ü			
- Attention To Policies & Procedures	ü			
- Meeting Schedules & Deadlines	ü			
- Attitude Toward Authority		ü		
- Attention To Concrete Detail	ü			
Managing Problems				
- Evaluating What To Do	ü			
- Using Common Sense	ü			
- Intuitive Insight	ü			
- Seeing Potential Problems	ü			
- Proactive, Conceptual Thinking		ü		

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MANAGER CHART

CAPACITY	LOW RISK	SITUATIONAL RISK	CONDITIONAL RISK	REAL RISK
Planning & Organizing				
- Realistic Goal Setting	ü			
- Short Range Planning	ü			
- Long Range Planning		ü		
- Concrete Organization	ü			
- Conceptual Organization	ü			
- Attention To Planning	ü			
Getting Things Done				
- Self Confidence	ü			
- Goal Directedness	ü			
- Results Oriented	ü			
- Ambition	ü			
- Persistence	ü			
- Consistency	ü			
Managing Self				
- Self Esteem		ü		
- Self Assessment	ü			
- Self Control	ü			
- Role Satisfaction	ü			
- Flexibility & Adaptability	ü			
- Health/Tension Index				ü