GLOBAL SCORES — PERSONAL INTERPRETATION SCALES

The Part 1 Global scores (Personal Interpretation Scales) give a broad, global assessment of a person's Intrinsic, Extrinsic, and Systemic judgment abilities. Intrinsic scores relate to people skills/relational judgment. Extrinsic scores relate to process and task-related judgment. Systemic scores relate to abstract, comprehensive judgment and the ability to see the *big picture*. Most people will be stronger (a smaller number) in one dimension. The strongest field, I, E, or S, indicates how a person will *first* approach a situation. It also shows which area they are most comfortable in.

The most typical scoring patterns are:

1. Strong I — E & S less strong
2. Strong E — I & S less strong
3. Strong I & E — S much less strong

These patterns are often culturally driven and influenced by a culture's value system. In the United States, Intrinsic scores are often stronger because of the cultural emphasis placed on social skills and being well-liked. Social skills are viewed as a highly positive attribute. You may know someone who has had a very successful career of *getting ahead by getting along*.

The cultural value of hard work, such as the *protestant work ethic,* which even associates hard work with Godliness, contributes to typical strong Extrinsic scores.

A strong, especially a dominant Systemic score is unusual in our culture. Less value is placed on long-term views, implications and consequences. A culture that quickly moves to the next trend prefers reactive and responsive *leaping* rather than deliberative *looking,* entrepreneurial trial and error, and adventurous experimentation rather than purposeful Systemic judgments. However, the more integrated a body of work becomes, the more the Systemic is needed. Otherwise, factors that may make the entire enterprise vulnerable are overlooked.

When assessing the Part 1 Global I, E, and S scores, when any two scores added together are less than the third score, the third dimension will likely be neglected, underutilized, or become an area of procrastination, even if that third score is relatively strong. For example, the Global scores, Intrinsic=9, Extrinsic=9, Systemic=20, likely mean that the Systemic dimension, though strong, will not be utilized effectively. Notice that even when the Intrinsic and Extrinsic are added together, they only equal 18 points, still stronger than the Systemic score of 20. In this instance, a person should consciously utilize Systematic considerations when making decisions.

The most effective work units/teams will have each domain represented by various member(s). There may be differences of opinion or even conflict between persons strong in differing fields, but such differences, if depersonalized, will strengthen the group perspective. Weak teams have tunnel vision, which prevails when one of the three domains is overly dominant within the group.

A person will be either a *Near Type* or a *Far Type*. The closer the three scores are to 0-0-0, the nearer to *Type* a person will be. The more removed from 0-0-0, the farther from *Type* a person will be. Once scores are beyond 20-20-20, it is appropriate to talk of *Far Type*. The descriptions are usually very reliable characterizations if a person is a Near Type. If a person is a *Far Type*, the descriptions, and therefore predictions, are less reliable due to the overall weakness of the scores.

The Personal Interpretation Scales also provide a Primary Type assessment. There are 13 Types, and no Type is better than any other. The best groups will include various Types, thus ensuring a more highly developed perspective or consciousness.

The Types should not be seen as hard characterizations incapable of change. A person is not necessarily a Type 4 for life. Our value systems evolve, and therefore, our Types may change. The Types provide basic insight into how a person's strength will manifest.

A Secondary Type occurs when a person's scores on any of the three dimensions are within 1 point of each other. For example, the scores I=9, E=15, and S=16 are Primary Type 6. Because E and S are 1 point apart, the score also includes a Secondary Type 10. To understand a person's strengths with these particular scores, the characteristics of both Types (see below) should be examined.

There are 13 Types based on the combinations of the Part 1 Global scores. Primary and Secondary Types are at the bottom of Part 1 of your Summary Report. The relative position and strength of the scores determine Type as follows:

Type	Relative Strength	Characteristics
1	S > E > I	Planning/Structuring
2	S > I > E	Organized/Disciplined
3	E > S > I	Maintaining/Sustaining
4	E > I> S	Mentoring/Coaching/Counseling
5	I > S > E	Diplomacy/Mediating/Facilitating
6	I > E > S	Listening/Sensing
7	S > (I=E)	Controlling/Stabilizing
8	E > (I=S)	Processing/Managing
9	(E=S) > I	Efficiency
10	I > (E=S)	Communicating/Articulating
11	(I=S) > E	Delegating/Role Modeling
12	(I=E) > S	Developing Potential/People
13	I = E = S	Balanced/Integrated/Holistic

A person of Type 1 to 6 tends to be less complex; *what you see is what you get*. A person of Type 7 to 13 tends to be more complex; *still waters run deep*.

TYPE CHARACTERISTICS

Type 1 (Planning)

Good at creating overall operating designs

Good at creating a map of ways to achieve basic operating objectives

Defines basic policies and procedures well

Believes in progress through attention to both long and short-term goals

Work is analyzed in terms of general goals and then broken down into constituent parts

Good at benchmarking a process

Sees value of cost analysis before the fact of implementation

Type 2 (Organizing)

Pays strong attention to established ways of doing work in a specific environment

Takes pride in being a *company person*

Exhibits agreement with and advances company agendas

Emphasizes structure, order, discipline, and attention to detail

Good at recruiting and staffing

Encourages organizational priorities

Type 3 (Maintaining)

Places a high emphasis on keeping work going in an efficient and productive manner

Strong attention to stated customer/client needs

Good at seeing issues from a customer/client perspective

Works to achieve a fully functioning workplace

More productive and services-oriented than people-oriented

Substantial attention to maintaining adequate work schedules

Prioritizes fairness to workers in the workplace

High personal standards of quality

Able to function well with repetitive tasks

Type 4 (Counseling)

Helping each employee perform better

Helping each employee gain a greater sense of personal achievement from work

Coach/Mentor

Counsels about performance

Good at one-on-one and group sessions

Establishes an open-door policy

Encourages people to ask for clarifications

Feedback is essential and critical

Highly task efficient

Type 5 (Diplomacy)

Focus on resolving conflicts

The goal is to achieve a harmonious group

Good at exchanging input and feedback

Needs an atmosphere of trust, honesty, and respect

Rapport builder

Good with customers

Good peacemaker with difficult people

Good at group facilitation

Good team builder

Type 6 (Listening)

Highly empathic

Good at identifying people's actual needs and desires

People will always be before policies or processes (or there will be significant inner conflict)

Good at open-end questions

Thirsty for additional information

Desires harmony and understanding on all sides before committing to a course of action

Continuously reevaluating

Sees listening as a means to improve corporate and individual stability

Wants high levels of morale and teamwork

Type 7 (Control)

High emphasis on rules and policies as a way of guaranteeing stability in the workplace, thus ensuring excellence and quality

Good at establishing objective standards

A highly objective point of view and voice within the workplace

Excellent at measuring and evaluating the performance of employees

Good at establishing written policies and procedures with outlined plans of authority, responsibility, and accountability

Good consensus builder; takes pride in being able to bring groups to agreement about performance goals

Type 8 (Processing work)

Good at defining specific work goals

Practical about real-time and space constraints

Doing what must be done when it should be done

Always in the context of established policies

Defines goals operationally

Intent on following up until completion

Sets examples by their work (but has high standards reflective of own standards)

Keeps detailed records

Wants zero defects

Wants all segments of a work process to interface smoothly

Good juggler of diverse tasks; multi-tasks well

Strong management development potential

Type 9 (Efficiency)

Effective at organizing, focus on getting work done promptly

Good at keeping projects in line with projected costs

Good at time management both personally and with projects

Creates and understands flowcharting

Keeps and reviews detailed records

Able to simplify steps in a complex process

Type 10 (Communicating)

Excellent at building teams

Good facilitator of groups

Produces cooperation amid divergent ideas and conflict; does not see conflict as a negative

Good at explaining reasons for change within the workplace; gives reassurance and a sense of stability

A highly competent and productive manager

Strong verbal skills

The important ability to take realities that are difficult to understand and give them greater clarity of expression

Type 11 (Delegating)

Good at assigning tasks

Good at giving specific directions for what, how, and when to do work tasks

Good at follow-up

Accepts the role of leader who guides the abilities of others

Helps people grow in ways that best fit their talent and potential

Sensitive to legal implications and consequences in the workplace

Resists micro-management

Gives people the freedom to work in their own "space"

Type 12 (Developing people)

Always sees people as being capable of growth

Emphasizes potential

Wants people to experience both doing a good job and attaining personal satisfaction

Likes creative input from all levels of the organization

Gets productivity from employees by emphasizing the worth of each individual

Holds a clear understanding of the social dynamics at play in a workplace

Type 13 (Balanced, integrative)

Promotes steady growth of the workplace in all facets (I, E, S)

See workplace as a cohesive organism in which all parts play a contributing role

Emphasizes justice and integrity in the workplace

Gives equilibrium in times of chaos and uncertainty

Highly open to new ideas

Highly competent in all dimensions of planning, task completion, and people skills

+1 (864) 804-5551 US EST
info@Athenaq.com
www.AthenaQ.com