

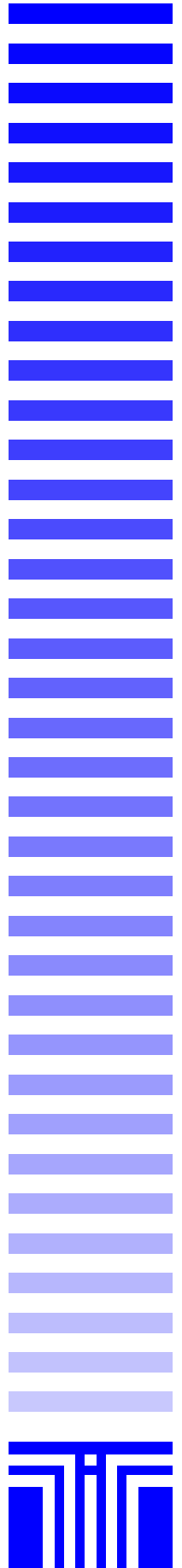
# THE HEALTHCARE ATTRIBUTE INDEX™

*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

**Wendy Marks**

TBG

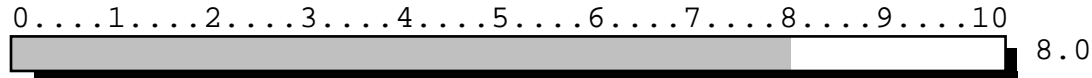
7-12-2003



# CRITICAL ATTRIBUTES

## COMPONENT ANALYSIS FOR : Wendy Marks

**BALANCED DECISION MAKING:** The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Wendy make ethical decisions that take into account all aspects and components involved?



**EMPATHETIC OUTLOOK:** What is Wendy's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?



**FREEDOM FROM PREJUDICES:** How well can Wendy readily prevent prejudices from entering into and affecting an interpersonal relationship?



**MEETING STANDARDS:** How clearly is Wendy able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?



**RESPECT FOR POLICIES:** To what extent does Wendy appreciate the value of conducting business affairs according to the intent of company policies and standards?



**SENSE OF MISSION:** How motivated is Wendy by a sense of giving herself to a higher cause or mission?

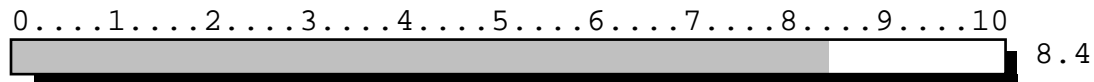


# THE HEALTHCARE ATTRIBUTE INDEX™ SUMMARY

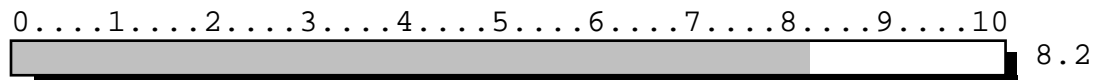
*This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.*

## COMPONENT ANALYSIS FOR : Wendy Marks

### EMOTIONAL CONFLICT AND DISTURBANCES



### HEALTHCARE TEAM ORIENTATION



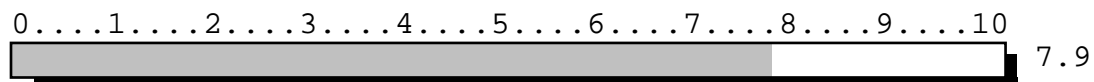
### INDEPENDENT WORK ETHIC



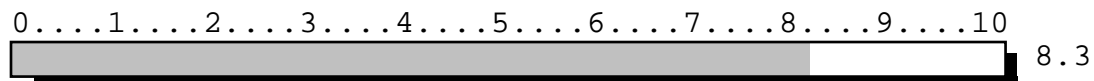
### MEETING STANDARDS



### PATIENT CARE ORIENTATION



### PATIENT RELATIONS

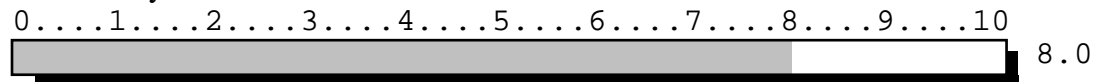


# EMOTIONAL CONFLICT AND DISTURBANCES

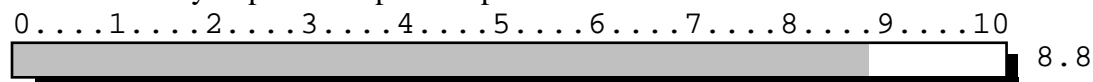
*Will Wendy diffuse a conflict, or will she fuel it? This measures Wendy's ability to resolve emotionally charged problems or situations that involve patients.*

## COMPONENT ANALYSIS FOR : Wendy Marks

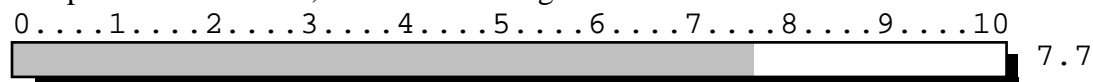
**EMOTIONAL CONTROL:** To what extent does Wendy tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?



**HANDLING STRESS:** What is Wendy's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.



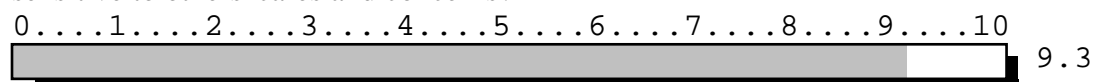
**INTEGRATIVE ABILITY:** Currently, what is Wendy's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?



**SELF ESTEEM:** How does Wendy value her own self worth?



**SENSITIVITY TOWARD OTHERS:** Is Wendy objective about being sensitive to others' cares and concerns?



**USING COMMON SENSE:** What is Wendy's ability to focus on practical thinking, to see the world clearly and to make common sense decisions?



# HEALTHCARE TEAM ORIENTATION

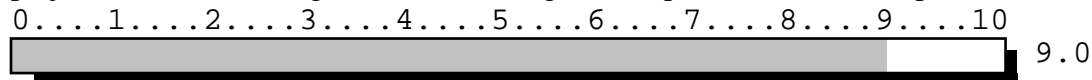
*How well does Wendy work in a team environment? This measures Wendy's understanding of others, her desire to be part of a team, and her overall ability to partner closely with others to achieve the best care for patients.*

## COMPONENT ANALYSIS FOR : Wendy Marks

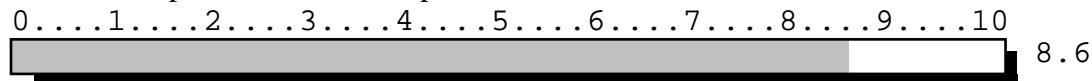
**ATTITUDE TOWARD OTHERS:** To what extent does Wendy tend to maintain a positive, open and objective attitude toward others?



**FREEDOM FROM PREJUDICES:** How well can Wendy readily prevent prejudices from entering into and affecting an interpersonal relationship?



**PERSONAL RELATIONSHIPS:** How motivated is Wendy by a desire to create close personal relationships with others?



**INTERNAL SELF CONTROL:** What is Wendy's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to Wendy's external actions when stressed, this capacity is an assessment of her ability to remain calm inside.



**SENSE OF BELONGING:** How motivated is Wendy by feeling a sense of belonging to a social group?



**SENSE OF TIMING:** How good is Wendy at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?



# HEALTHCARE TEAM ORIENTATION

COMPONENT ANALYSIS FOR : Wendy Marks

**SURRENDERING CONTROL:** How comfortable is Wendy with surrendering control of a given situation or its outcome to another person or a group of people, or does she feel a strong need to retain control herself?

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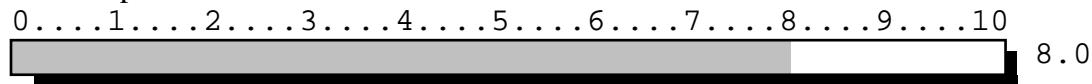
8.7

# INDEPENDENT WORK ETHIC

*Is Wendy an effective manager of herself? This measures how effectively Wendy manages her responsibilities without high levels of direct supervision.*

## COMPONENT ANALYSIS FOR : Wendy Marks

**BALANCED DECISION MAKING:** The ability to be objective and to evaluate fairly the different aspects of a situation is very important. How well does Wendy make ethical decisions that take into account all aspects and components involved?



**PERSONAL COMMITMENT:** To what degree does Wendy usually stay focused and committed to a task? Does this motivation come from within or does she require more external motivation or supervision?



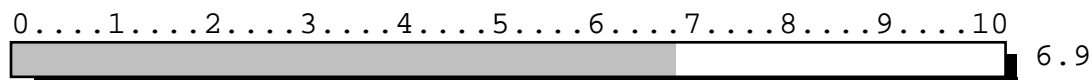
**ROLE AWARENESS:** Is Wendy clear as to exactly what her current role is?



**SELF DIRECTION:** How clearly does Wendy see the path she must take to achieve her goals?



**SELF DISCIPLINE AND SENSE OF DUTY:** How strongly does Wendy feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?



**SELF ESTEEM:** How does Wendy value her own self worth?



# MEETING STANDARDS

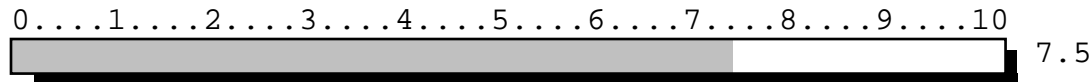
*What work attitude does Wendy bring to the care of her patients? This measures Wendy's drive to meet standards of care set by either herself, the hospital or other regulatory bodies.*

## COMPONENT ANALYSIS FOR : Wendy Marks

**ATTITUDE TOWARD HONESTY:** Is Wendy open to being honest even when it involves reporting her own lack of results or the dishonesty of others?



**CONSISTENCY AND RELIABILITY:** How strong is Wendy's internal need to be conscientious in her personal or professional efforts, to be both consistent and reliable in her life roles?



**JOB ETHIC:** How strong is Wendy's personal commitment to the execution of a specific task?



**MEETING STANDARDS:** How clearly is Wendy able to see and understand the basic requirements established for a job and how committed will she then tend to be in meeting them?



**PERSONAL ACCOUNTABILITY:** How likely is Wendy to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?



**RESPECT FOR POLICIES:** To what extent does Wendy appreciate the value of conducting business affairs according to the intent of company policies and standards?



# MEETING STANDARDS

COMPONENT ANALYSIS FOR : Wendy Marks

SENSE OF MISSION: How motivated is Wendy by a sense of giving herself to a higher cause or mission?

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6.9

# PATIENT CARE ORIENTATION

*What is Wendy's orientation to her patient's care? This measures those factors which directly affect Wendy's ability to provide effective, professional-level patient care.*

## COMPONENT ANALYSIS FOR : Wendy Marks

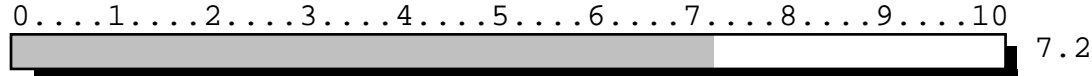
**ATTENTION TO DETAIL:** At this time how capable is Wendy of seeing and paying attention to details? Does she tend to be thorough in assessing the finest components of a task?



**PROACTIVE THINKING:** At this time what is Wendy's capability for accurately making predictive decisions? Does she factor future indications into her present actions, or does she tend to be more reactive, waiting until such time as all the information is actually at hand?



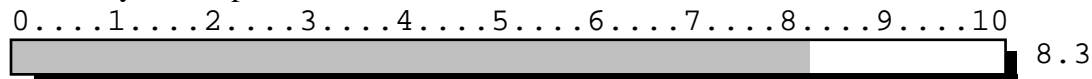
**PROJECT AND GOAL FOCUS:** How well does Wendy tend to stay on target regardless of circumstances, or does she easily become distracted, losing focus on the task at hand?



**QUALITY ORIENTATION:** What is Wendy's affinity for seeing details, grading them against a preset standard (either her own or one externally assigned) and identifying flaws?



**RESULTS ORIENTATION:** What is Wendy's ability to identify the actions necessary to complete tasks and to obtain results?



# PATIENT RELATIONS

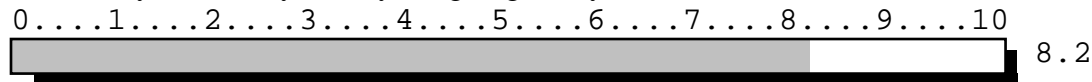
*How well does Wendy communicate with patients? This measure Wendy's ability to listen to, and respond to, the patient in an objective, empathetic and professional manner.*

## COMPONENT ANALYSIS FOR : Wendy Marks

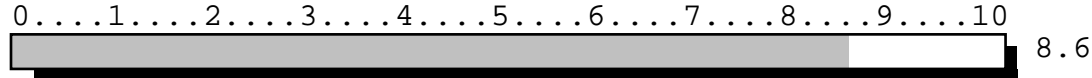
**EMPATHETIC OUTLOOK:** What is Wendy's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?



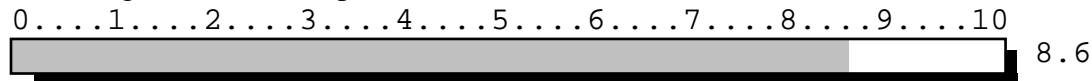
**EVALUATING WHAT IS SAID:** How open is Wendy toward other people and how willing is she to hear what others are saying, rather than what she thinks they should say or they are going to say?



**HUMAN AWARENESS:** At this time, is Wendy sufficiently capable of being conscious of the feelings and opinions of others? Does she see the unique individual value of other people instead of just seeing their organizational role or value?



**RELATING TO OTHERS:** How well does Wendy gain personal insight into others, and how effectively does she coordinate that information and knowledge of others into productive interactions?



**SENSE OF TIMING:** How good is Wendy at evaluating a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely?



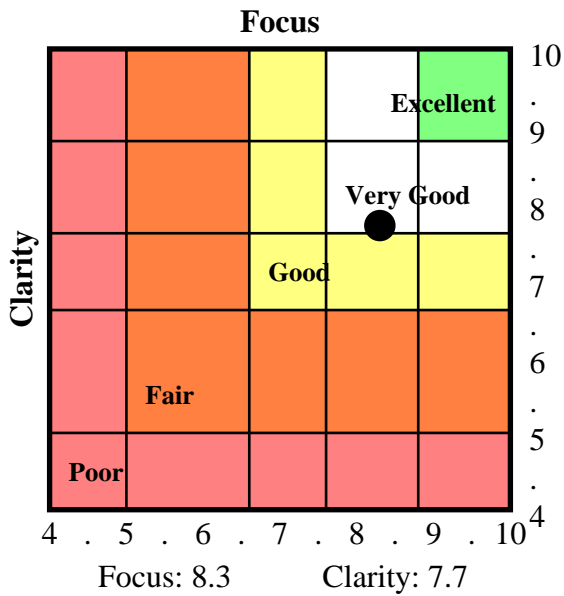
# CLARITY AND FOCUS

*For consulting and coaching*

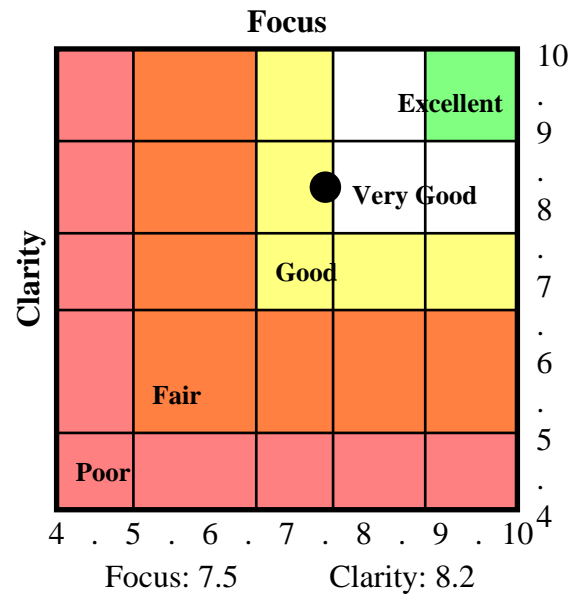
*CLARITY: The degree to which one can discern patterns, order and relationships related to specific dimensions.  
 FOCUS: The degree to which one maintains targeted attention toward a specific factor or set of factors.*

Wendy Marks

## INTERNAL



## EXTERNAL



# HEALTHCARE-DIMENSIONAL BALANCE

*For consulting and coaching*

## **EXTERNAL FACTORS (Part 1)**

### **\* Intrinsic Dimension**

Empathetic Outlook 8.6

#### **How do you value others?**

Attitude Toward Others  
Human Awareness  
Personal Relationships  
Relating To Others  
Sensitivity To Others  
Understanding Attitude

### **\* Extrinsic Dimension**

Practical Thinking 7.6

#### **How practically do you see the world?**

Attention To Detail  
Consistency And Reliability  
Quality Orientation

### **\* Systemic Dimension**

Systems Judgment 8.3

#### **How do you value systems and order?**

Respect For Policies  
Results Orientation

## **INTERNAL FACTORS (Part 2)**

### **\* Intrinsic Dimension**

Self Esteem 8.8

#### **How do you value yourself?**

Emotional Control  
Handling Stress  
Internal Self Control

### **\* Extrinsic Dimension**

Role Awareness 7.4

#### **How do you value what you do?**

Personal Commitment

### **\* Systemic Dimension**

Self Direction 6.9

#### **What guides or drives your actions?**

Meeting Standards  
Project And Goal Focus  
Self Discipline And Sense Of Duty  
Sense Of Mission

# POSITIONAL SELF-ANALYSIS SHEET

Based on what you learned from Step 1, choose the 5 most highly scored capacities from your Attribute Index which you feel play a significant role in your daily activities, and write the name and score below under “Maximizers”. Repeat this process with the 5 most poorly scored capacities and record them under “Minimizers” below.

Next, to the right of each list under “Real-World Impact”, give as many real-world examples as you can of how these Maximizers benefit your endeavors. Repeat this process for the Minimizers you’ve listed as well.

<p><b>Example:</b> Title (Sales Representative) <b>Maximizers:</b> <i>Handling Rejection (9.6) Very Good</i></p>	<p><b>Real-World Impact:</b> <i>Because I don't take rejection as a personal affront to my self esteem I am able to keep going in the face of lots of adversity.</i></p>
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**Maximizers:**

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**Real-World Impact:**

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**Minimizers:**

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**Real-World Impact:**

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# CORE ATTRIBUTE LIST

*For consulting and coaching*

- Realistic Goal Setting For Others (9.7)
- Realistic Expectations (9.3)
- Evaluating Others (9.3)
- Correcting Others (9.3)
- Sensitivity To Others (9.3)
- Freedom From Prejudices (9.0)
- Developing Others (9.0)
- Understanding Motivational Needs (9.0)
- Understanding Prospect's Motivations (9.0)  
*see Understanding Motivational Needs*
- Seeing Potential Problems (9.0)
- Handling Stress (8.8)
- Self Esteem (8.8)
- Self Improvement (8.8)
- Intuitive Decision Making (8.7)
- Surrendering Control (8.7)
- Creativity (8.7)
- Personal Accountability (8.6)
- Attitude Toward Others (8.6)
- Problem Solving (8.6)
- Human Awareness (8.6)
- Relating To Others (8.6)
- Understanding Attitude (8.6)
- People Reading (8.6) *see Understanding Attitude*
- Empathetic Outlook (8.6)
- Monitoring Others (8.6)
- Personal Relationships (8.6)
- Taking Responsibility (8.6) *see Personal Accountability*
- Persuading Others (8.5)
- Problem And Situation Analysis (8.4)
- Conceptual Thinking (8.3)
- Results Orientation (8.3)
- Realistic Personal Goal Setting (8.3)
- Proactive Thinking (8.3)
- Respect For Policies (8.3)
- Systems Judgment (8.3)
- Sense Of Belonging (8.3)
- Self Confidence (8.2)
- Evaluating What Is Said (8.2)
- Accurate Listening (8.2) *see Evaluating What Is Said*
- Leading Others (8.1)
- Conveying Role Value (8.1)
- Role Confidence (8.1)
- Enjoyment Of The Job (8.1)
- Following Directions (8.0)
- Attention To Detail (8.0)
- Balanced Decision Making (8.0)
- Quality Orientation (8.0)
- Emotional Control (8.0)
- Attitude Toward Honesty (8.0)
- Long Range Planning (7.9)
- Using Common Sense (7.9)
- Sense Of Timing (7.8)
- Theoretical Problem Solving (7.7)
- Problem Management (7.7)
- Integrative Ability (7.7)
- Concrete Organization (7.6)
- Handling Rejection (7.6)
- Respect For Property (7.6)
- Status And Recognition (7.6)
- Practical Thinking (7.6)
- Consistency And Reliability (7.5)
- Project Scheduling (7.4)
- Material Possessions (7.4)
- Role Awareness (7.4)
- Self Starting Ability (7.4)
- Personal Drive (7.3)
- Job Ethic (7.3)
- Initiative (7.3)
- Persistence (7.3)
- Project And Goal Focus (7.2)
- Goal Directedness (7.2) *see Project And Goal Focus*
- Self Assessment (7.2)
- Commitment To The Job (7.1) *see Personal Commitment*
- Personal Commitment (7.1)
- Gaining Commitment (7.1)
- Meeting Standards (7.1)
- Self Management (7.1)
- Self Discipline And Sense Of Duty (6.9)
- Self Direction (6.9)
- Sense Of Mission (6.9)
- Accountability For Others (6.8)
- Internal Self Control (6.7)