



## **Financial Services Attribute Index™**

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Innermetrix Talent Profile of Daniel Antonsson

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# Patterns Overview

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.

## Balanced I=E=S (H)

### External Decision Making Pattern Summary

You are very well developed in all three dimensions of thought (People, Tasks and Systems) and with equal proportion. You can be very competent in all three dimensions of value from schematic thinking, to practicality to valuing others. You appreciate and possess equal strengths in: systems, rules, structure, concrete organization, detailed planning, and people skills.

You are a versatile, quick learner in all of these areas. This can also lead to your becoming easily bored or anxious in positions that require excessive over or under focus on any one dimension of thought by itself, to the exclusion of the others (e.g., door to door sales actually requires less than excellent empathy). Overall development levels in all three dimensions are equal and all are highly developed. Level of development speaks to your ability to use 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

Versatility in dealing with people, performance or systems equally  
 Quick learning ability in a wide variety of business areas  
 Stability, dependability  
 Over-all very good to excellent business and people management potential  
 Understanding and communicating with others  
 Planning and organizing  
 Schematic thinking

### Minimizers

Gets easily bored with limited tasks and responsibilities  
 May become anxious if all three areas (people, performance and Systems) aren't utilized.  
 May have too much ability for certain jobs that don't require all three areas of thought.  
 Can get easily bored or feel unchallenged if all three areas are not capitalized

### Motivators

Decision-making freedom  
 Multi-faceted challenges  
 Independence  
 Personal relationships  
 Status and recognition  
 Sense of belonging

### Needs for Growth

Personal identification with personal needs, desires and systems. Understanding how balanced high scores may impact roles, duties and objective success of a given position.

### Targets for Reinforcement (R) and Development (D)

Empathetic Outlook (R)  
 Practical Thinking (R)  
 Systems Judgment (R)

### Preferred Environment

An atmosphere where there is an open exchange of ideas with readily available feedback; the sharing of responsibilities and decisions. A role which allows the most complete usage of all three external dimensions of thought.

## Self-Assured I>E=S (H)

### Internal Decision Making Pattern Summary

You tend to have a higher than normal self esteem and define who you are 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 and that inner-strength buffers you against outside opinions on who and what you should do. 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 best level of development. The Tasks and Systems dimensions are equal to you in both their importance and development, which is moderate compared to the People dimension. 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

Self-reliance  
Resiliency  
Strong 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

Self improvement  
Self discovery

### Targets for Reinforcement (R) and Development (D)

Role awareness (D)  
Handling stress (R)  
Self direction (D)

# Financial Services Attribute Index Summary

## Report Summary

This graph summarizes the 7 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This graph summarizes the 7 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This profile is based on the results a research study on over 500 financial service professionals from the five big houses which was conducted in 2005

## Report Component Graphs

### Communicating with Customers



### Critical Sales Attributes



### Goal achievement



### Integrity and Trust



### Planning and Organizing



### Problem Solving Capacity



### Self-Starting Ability



Daniel Antonsson

## Category Overviews

### Communicating with Customers (8.8)

Daniel's ability to listen to, and respond to, the customer in an objective, efficient and professional manner.

### Critical Sales Attributes (7.8)

These 10 attributes are the most critical for success as a sales professional. While there are many attributes that impact an individual's success in sales, these have been found to be the most critical ones. They form the core foundation for top sales performance, and without them it will be very difficult to succeed in most sales jobs.

### Goal achievement (8.5)

What capacities does Daniel possess which aid him in achieving his goals? Daniel's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

### Integrity and Trust (8.4)

This category looks at the level of accountability Daniel has for the policies, and personal needs of those he is working for both company and client.

### Planning and Organizing (8.4)

Is Daniel an effective planner and organizer? This category measures Daniel's conceptual abilities and how he applies them to organizing and setting direction. These include: long-range planning ability, concrete organizing, proactive thinking and being able to see the big picture.

### Problem Solving Capacity (8.8)

The ability to see and understand the crucial issues in a problem situation and to then identify workable solutions.

### Self-Starting Ability (7.8)

"Does Daniel motivate himself, or require an outside push?" Self starting ability measures Daniel's ability to find his own motivation for accomplishing a task, and the degree to which he will maintain that course in the face of adversity. It involves his project/goal focus, his persistence and his initiative.

# Communicating with Customers

## Category Description

Daniel's ability to listen to, and respond to, the customer in an objective, efficient and professional manner.

## Category Component Graphs

### Evaluating What Is Said



### Human Awareness



### Sense of Timing



### Surrendering Control



### Understanding Attitude



## Category Component Descriptions

### Evaluating What Is Said (8.3)

evaluates Daniel'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.

### Human Awareness (9.3)

evaluates Daniel's ability to be conscious of the feelings and opinions of others; and to value others as people instead of just as their organizational role or value.

### Sense of Timing (8.4)

evaluates Daniel's ability to evaluate a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

### Surrendering Control (8.8)

evaluates Daniel's ability to surrender control of a given situation or outcome to another person or a group of people.

### Understanding Attitude (9.3)

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

# Critical Sales Attributes

## Category Description

These 10 attributes are the most critical for success as a sales professional. While there are many attributes that impact an individual's success in sales, these have been found to be the most critical ones. They form the core foundation for top sales performance, and without them it will be very difficult to succeed in most sales jobs.

## Category Component Graphs

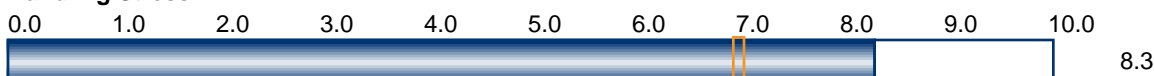
### Enjoyment Of The Job



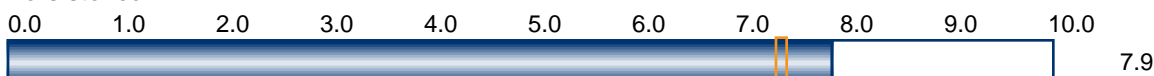
### Handling Rejection



### Handling Stress



### Persistence



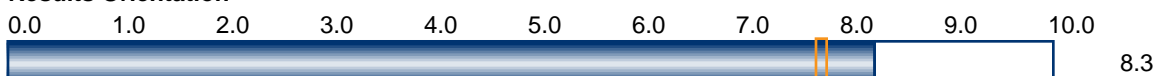
### Personal Accountability



### Personal Commitment



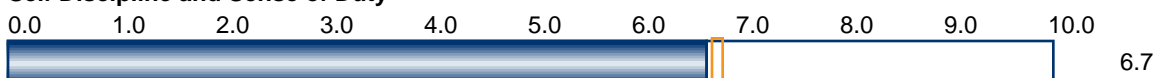
### Results Orientation



### Self Confidence



### Self Discipline and Sense of Duty



### Self Starting Ability



## Category Component Descriptions

**Enjoyment Of The Job (8.0)**  
evaluates the degree to which Daniel feels that his job is fulfilling, rewarding, and results in a positive and useful benefit.

**Handling Rejection (8.3)**  
evaluates Daniel's ability to avoid taking rejection or criticism in an overly personal manner.

**Handling Stress (8.3)**

evaluates Daniel's ability to balance and to defuse inner tensions and stresses, which if allowed to build up, might interfere with his ability to perform up to his potential.

**Persistence (7.9)**

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

**Personal Accountability (7.1)**

evaluates Daniel's ability to be responsible for the consequences of his own decisions and actions, and not shift the focus or blame for poor performance to somewhere else or on others.

**Personal Commitment (7.1)**

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

**Results Orientation (8.3)**

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

**Self Confidence (8.2)**

evaluates Daniel'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 Discipline and Sense of Duty (6.7)**

evaluates how strongly Daniel feels the need to be consistent and true to himself in his actions.

**Self Starting Ability (8.0)**

evaluates Daniel's ability to find his own motivation for accomplishing a task and the degree to which he will maintain that course in the face of adversity.

# Goal achievement

## Category Description

What capacities does Daniel possess which aid him in achieving his goals? Daniel's ability to make accurate and appropriate decisions in his quest to accomplish a task or objective. The capacities measured in this category are his ability for theoretical problem solving, his overall problem solving ability, long-range planning capabilities and his ability for conceptual thinking.

## Category Component Graphs

### Conceptual Thinking



### Long Range Planning



### Problem Solving



### Theoretical Problem Solving



## Category Component Descriptions

### Conceptual Thinking (8.3)

evaluates Daniel'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.

### Long Range Planning (7.7)

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

### Problem Solving (9.0)

evaluates Daniel's ability to identify alternative solutions to a problem and to select the best option.

### Theoretical Problem Solving (9.0)

evaluates Daniel's ability to envision a situation and to then apply his Problem Solving Ability.

Daniel Antonsson

# Integrity and Trust

## Category Description

This category looks at the level of accountability Daniel has for the policies, and personal needs of those he is working for both company and client.

## Category Component Graphs

### Attitude Toward Honesty



### Balanced Decision Making



### Respect For Policies



### Respect For Property



## Category Component Descriptions

### Attitude Toward Honesty (8.2)

evaluates Daniel's openness to being honest even when it involves reporting his own lack of results, or the dishonesty of others.

### Balanced Decision Making (7.9)

evaluates Daniel's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

### Respect For Policies (8.3)

evaluates Daniel's appreciation for the value of conducting business affairs according to the intent of company policies and standards.

### Respect For Property (9.3)

evaluates Daniel's ability to see and appreciate the value of protecting and using company property correctly.

# Planning and Organizing

## Category Description

Is Daniel an effective planner and organizer? This category measures Daniel's conceptual abilities and how he applies them to organizing and setting direction. These include: long-range planning ability, concrete organizing, proactive thinking and being able to see the big picture.

## Category Component Graphs

### **Conceptual Thinking**



### **Concrete Organization**



### **Long Range Planning**



### **Proactive Thinking**



## Category Component Descriptions

### **Conceptual Thinking (8.3)**

evaluates Daniel'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.

### **Concrete Organization (9.3)**

evaluates Daniel's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

### **Long Range Planning (7.7)**

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

### **Proactive Thinking (8.4)**

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

# Problem Solving Capacity

## Category Description

The ability to see and understand the crucial issues in a problem situation and to then identify workable solutions.

## Category Component Graphs

### Attention To Detail



### Integrative Ability



### Intuitive Decision Making



### Problem and Situation Analysis



### Problem Solving



### Using Common Sense



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## Category Component Descriptions

### Attention To Detail (8.8)

evaluates Daniel's ability to see and to pay attention to details.

### Integrative Ability (9.0)

evaluates Daniel's ability to identify the elements of a problem situation, to understand which components are critical, and to decide what to do.

### Intuitive Decision Making (8.8)

evaluates Daniel's ability to accurately compile intuitive perceptions about a situation into a decision or action.

### Problem and Situation Analysis (8.9)

evaluates Daniel's ability to identify the elements of a problematic situation and to understand which components are critical.

### Problem Solving (9.0)

evaluates Daniel's ability to identify alternative solutions to a problem and to select the best option.

### Using Common Sense (8.2)

evaluates Daniel's ability to focus on practical thinking, to see the world clearly, and to make common sense decisions.

# Self-Starting Ability

## Category Description

"Does Daniel motivate himself, or require an outside push?" Self starting ability measures Daniel's ability to find his own motivation for accomplishing a task, and the degree to which he will maintain that course in the face of adversity. It involves his project/goal focus, his persistence and his initiative.

## Category Component Graphs

### Initiative



### Persistence



### Personal Drive



### Project and Goal Focus



## Category Component Descriptions

### Initiative (7.9)

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

### Persistence (7.9)

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

### Personal Drive (7.9)

evaluates how strongly Daniel feels the need to achieve, to accomplish, or to complete his work.

### Project and Goal Focus (7.5)

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

# Dimensional Balance

External

**Empathy**



**Practical Thinking**



**Systems Judgement**



Internal

**Self Esteem/Self Belief**



**Role Awareness**



**Self Direction**



Daniel Antonsson

## Core Attribute List

|  |   |
|--|---|
| Realistic Goal Setting For Others (10.0) | Self Esteem (8.3)                       |
| Correcting Others (9.8)                  | Self Improvement (8.3)                  |
| Developing Others (9.6)                  | Sense of Belonging (8.3)                |
| Evaluating Others (9.6)                  | Systems Judgment (8.3)                  |
| Freedom From Prejudices (9.6)            | Handling Rejection (8.3)                |
| Realistic Expectations (9.6)             | Evaluating What Is Said (8.3)           |
| Sensitivity To Others (9.6)              | Using Common Sense (8.2)                |
| Understanding Motivational Needs (9.6)   | Attitude Toward Honesty (8.2)           |
| Attitude Toward Others (9.3)             | Self Confidence (8.2)                   |
| Concrete Organization (9.3)              | Following Directions (8.0)              |
| Empathetic Outlook (9.3)                 | Realistic Personal Goal Setting (8.0)   |
| Human Awareness (9.3)                    | Conveying Role Value (8.0)              |
| Leading Others (9.3)                     | Enjoyment Of The Job (8.0)              |
| Monitoring Others (9.3)                  | Role Confidence (8.0)                   |
| Personal Relationships (9.3)             | Self Starting Ability (8.0)             |
| Practical Thinking (9.3)                 | Initiative (7.9)                        |
| Relating To Others (9.3)                 | Persistence (7.9)                       |
| Respect For Property (9.3)               | Personal Drive (7.9)                    |
| Status and Recognition (9.3)             | Balanced Decision Making (7.9)          |
| Understanding Attitude (9.3)             | Long Range Planning (7.7)               |
| Problem Solving (9.0)                    | Material Possessions (7.6)              |
| Integrative Ability (9.0)                | Project Scheduling (7.6)                |
| Seeing Potential Problems (9.0)          | Role Awareness (7.6)                    |
| Theoretical Problem Solving (9.0)        | Job Ethic (7.5)                         |
| Problem and Situation Analysis (8.9)     | Project and Goal Focus (7.5)            |
| Attention To Detail (8.8)                | Gaining Commitment (7.1)                |
| Creativity (8.8)                         | Meeting Standards (7.1)                 |
| Intuitive Decision Making (8.8)          | Personal Commitment (7.1)               |
| Quality Orientation (8.8)                | Personal Accountability (7.1)           |
| Surrendering Control (8.8)               | Self Management (7.1)                   |
| Persuading Others (8.6)                  | Problem Management (6.9)                |
| Emotional Control (8.6)                  | Self Direction (6.7)                    |
| Flexibility (8.5)                        | Self Discipline and Sense of Duty (6.7) |
| Consistency and Reliability (8.5)        | Sense of Mission (6.7)                  |
| Sense of Timing (8.4)                    | Accountability For Others (6.6)         |
| Diplomacy (8.4)                          | Self Assessment (6.0)                   |
| Proactive Thinking (8.4)                 | Self Control (5.8)                      |
| Conceptual Thinking (8.3)                |   |
| Handling Stress (8.3)                    |   |
| Respect For Policies (8.3)               |   |
| Results Orientation (8.3)                |   |