



TTI
Personal Talent Skills Inventory™
(PTSI) Manual
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&
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Acknowledgements:

Thank you to the late Dr. Robert Hartman, whose work lives on in the Personal Talent Skills Inventory and whose ideas and research is the foundation for the information provided to you in this manual.

Thank you to the Hartman Institute whose mission is includes to continually define and maintain high ethical and professional standards with regard to Hartman's legacy and their efforts to "do no harm" continues to inspire the team of and TTI International.

About the Authors:

Target Training International (TTI) is a leader in the development of assessment tools that measure individuals' behavior and performance. These tools have been refined and validated to be specifically applicable to the business environment. TTI has run more Hartman Value Profiles (HVP) than any other organization in the world.

Dr. Dave Mefford, a student of Dr. Robert Hartman, was instrumental in the development of this manual. Dr. Mefford's research, conducted in the shadow of Dr Hartman, is perhaps among the richest and most applicable to business applications available today. Dr. Mefford works closely with his wife Vera, who is also an expert in axiology.

The Personal Talent Skills Inventory is based on the science of Axiology, from the original work of Dr. Robert S. Hartman.

What is Axiology? It is mathematically accurate science that objectively identifies how one's mind analyzes and interprets our experiences. It identifies how we are most likely to react in any given situation. It also helps us understand the patterns we use to make judgments. These patterns allow us to translate the results into quantitative measurements and scores, which can in turn be applied to the daily business world.

Dr. Robert S. Hartman published "The Structure of Value: Foundation of Scientific Axiology" in 1967. His work was nominated for the Nobel Peace Prize in 1973. From Dr. Hartman's original work, TTI Performance Systems Ltd. has constructed the PTSI to translate scores into capacities related to the business environment.

The foundation of axiology from Dr. Hartman's original work includes:

Value: The degree in which a thing fulfills its concept

Three kinds of concepts are defined: Abstract, construct and singular

Three kinds of value are defined: Systemic, extrinsic, and intrinsic

Systemic values are the fulfillment of the concept. Think of systemic values as the dimension of formal concepts. This includes ideas on how things "should" be. This dimension is the one of definitions or ideals, goals, structured thinking, policies, rules, laws "ought and should". It is the value of perfection.

Extrinsic value is the fulfillment of the abstract. Think of extrinsic value as the dimension of abstracting properties, comparing one thing to another. This is dimension of comparisons, relative and practical thinking. It includes the elements of the real, material world, and comparisons of good/better/best. It is also the comparison of seeing things as they compare in a group or class.

Intrinsic values are the fulfillment of the singular concept. Think of intrinsic value as the dimension of uniqueness and singularity. This is what would be described as the dimension of people: love and feelings are examples.

The information contained in the manual will provide you the depth of data and definitions you need to create a customized, content rich debrief for each client.

You will find the information in the following order:

Section One: Pages 7-18

Section One will outline the interoperation of the dimensional balance page. The graphs which contribute to the PTSI will be discussed here.

Section Two: Pages 19-26

Section Two will outline information and definitions relating to the capacities measured.

Section Three: Pages 27-31

Section Three provides you the capacities and definitions.

The TTI PTSI measures a person from two perspectives (external and internal) and in six dimensions (three in each perspective).

The External World

Intrinsic (People)

Empathetic Outlook is the “interpersonal” perspective:

- Other people, social friends and acquaintances,
- Sensitivity to and empathy with the life situation of others,
- Personal relationships,
- Listening to others with an open mind, and
- Loved ones and family.

Extrinsic (Tasks)

Practical Thinking is the “external” perspective:

- The tangible and observable,
- Practical comparisons of things and tasks,
- Surrounding events and processes,
- The functions of people at work,
- Projects and attention to detail,
- Social appearances, and
- Communication and cultural activities.

Systemic (Systems)

Systems Judgment is the “systems” perspective:

- The ordering mechanisms of understanding, like language and mathematics
- Authoritative order: laws, policies, rules, procedures
- Learning and knowledge,
- Thinking and planning
- All concepts and ideas.
- The ideal self, and
- Strength and maturity of your self-concept.

The Internal World

Intrinsic Self (Being)

Sense of Self is the “inner-personal” perspective:

- Who you really are in your uniqueness,
- Sense of inner worth,
- Clarity of personal strengths, weaknesses, and potential,
- Sense of harmony with all existence, and
- Spiritual connection.

Extrinsic Self (Doing)

Role Awareness is the “external” perspective:

- Job fulfillment,
- All your roles in life (personal and professional),
- Self identification with roles,
- Harmony and balance among all roles, and
- Clarity about your various role duties, responsibilities, and
- Personal satisfaction with roles.

Systemic Self (Becoming)

Self Direction stands for the “structural” perspective:

- Self-knowledge,
- Self-organization and discipline,
- Self-image, and
- Seeing unity with the self you are becoming in the future.

Here are several examples of the Systemic, Extrinsic and Intrinsic.

<i>Item</i>	<i>Systemic</i>	<i>Extrinsic</i>	<i>Intrinsic</i>
A House	Blueprints	Furnishings	My House
An Idea	Definitions	Applications	Complete Fulfillment
A Dog	Canis familiaris	Spaniel	My Dog
A Meal	Grocery List	Baking	Thanksgiving Feast
A Tree	Conifer	Scotch Pine	My Christmas Tree
A Person	Social Security Number	A Banker	“Andy Smith”
A Rock	Igneous	Marble	My Sculpture
A Business	Making a Profit	Selling a line of products	Satisfying Customers
A Product	The Market Price	Packaging/How it Looks	Quality of Service Over Time
Money	Amount in coin and currency	Transactions	Means for Living

Section One: The Dimensional Balance Page

Understanding the Dimensional Balance (DB) Page:

- The Dimensional Balance page shows results from two perspectives: external (the surrounding world) and internal (the self) and for each perspective there are three dimensions.
- This can be characterized as “two worlds in three dimensions.” The external world has three dimensions and the internal world of the self has three dimensions. This results in a total of six core dimensions (listed in outline form below).
- Each dimension has two important pieces of information associated with it:
 - The numerical score tells you how well a respondent relates to the content of that dimension. A score can be High (8.0 to 10), Medium (6.0 to 8.), Low (4 to 6) or questionable (below 4).
 - The bias or valence quality (+, -, 0) tells you how positively (actively engaged) or negatively (passively engaged or distant) the person relates to the content the value of that particular dimension. The “0” or “neutral” valence indicates that both the sufficiency and the deficiency of the content in that dimension are equally emphasized.

High/Low Scores & Biases

Now, Let’s review the High and Low scores mean with both Positive (+) and Negative (-) Biases.

Interpret medium scores as a melding of the two extremes. Interpret “0” neutral bias or valence qualities as expressing an equal emphasis between dimensional sufficiency and dimensional deficiency.

Index of Values:

1. External Intrinsic: Pages 8-9 (Empathetic Outlook)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

2. Internal Intrinsic: Page 10 (Sense of Self)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

3. External Extrinsic: Pages 11-12 (Practical Thinking)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

4. Internal Extrinsic: Pages 13-14 (Role Awareness)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

5. External Systemic: Pages 15-16 (Systems Judgment)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

6. Internal Systemic: Pages 17-18 (Self Direction)

- a. High (-)
- b. High (+)
- c. Low (+)
- d. Low (-)

EXTERNAL INTRINSIC (Empathetic Outlook)

External Intrinsic (Empathetic Outlook)

SCORE: High (-)

This is an indication that others are valued highly. High scores (above 8.0) always indicate a keen level of understanding and appreciation of others. The negative bias indicates a degree of caution. It means the person does not feel comfortable getting too close to others on a personal level. This does not mean that they will be quiet and passive. On the contrary, they may also be friendly and cheerful on a social basis. However, this person is likely not going to share personal, private information. They tend to restrict relationships to the professional or social level.

The negative bias could be considered a kind of defense mechanism, indicating an emotional distance due to some degree of caution and uncertainty about others.

This combination is a good one to see in direct sales people or in team or group managers. Sensitivity to the reality of others is important, but so is the ability to command or assert one's will over them. To complete this dynamic, having a rather high – and positive – Internal Systemic score (Self Direction) is a plus.

External Intrinsic (Empathetic Outlook)

SCORE: High (+)

The high score (8.0 or higher) indicates sensitivity to the individuality or uniqueness of other people. In other words, a person with a score like this will regard others as more than just “co-workers,” “employees” or “customers.” It means that they place great value on other people. People with this score also have the desire to be close friends with others, at least in the sense of being as helpful to them as possible. People with this score are likely to make solid friendships and are generally cheerful and friendly toward all co-workers.

The positive bias (an indication of extra value placed on others) indicates the desire to accommodate and please other people. This combination of high regard and the extra value indicated by the positive bias suggests the person may make unjustified assumptions about what others can do. They may also place trust in others without sufficient justification or even be completely unaware of other people's weaknesses. They tend to be too forgiving.

Additionally, this score and bias reveal a person who will tend to seek approval from others. This person may want and need to be appreciated by others. Finally, depending on the internal pattern, a person with this score and bias may appear “bright and sunny” all the time.

External Intrinsic (Empathetic Outlook)**SCORE: Low (+)**

The low score (below 6.0) indicates a weaker awareness of the reality of other people. It is difficult for individuals with this score to comprehend the complexity and intricacy of others. In short, for people with this score, other people are difficult to understand.

The positive bias indicates they will tend to err on the side of giving others the benefit of the doubt and a “desire” to understand people better. They tend to assume that “all is well” and may overlook or not be able to detect problems involving others. They will be reaching out to others but are likely to have an overly positive image of them. This may take the form of gushiness or overcompensation in interactions with others.

Often you will encounter a person with this pattern who is “overly loud” because he or she is not really aware of how others feel. You may also have a person who is a “pushover,” but again, this depends on how low this score is as well as the internal pattern.

External Intrinsic (Empathetic Outlook)**SCORE: Low (-)**

A low score (below 6.0) indicates a lack of understanding and appreciation of others. The negative bias indicates a conditioned emotional distance. For those with this combination, others do not mean very much. This may be because they see others as getting in their way. This combination may also exhibit a great fear of getting close to others. This style tends to over use power and could be insensitive. There are two primary ways a person will exhibit this pattern:

1. The first can be referred to as “the bull-of-the-woods” pattern. A person with this score may go around bellowing, stomping and snorting.
2. The second form of this pattern can be seen in a “distant” person who does not speak to anyone and avoids engaging in conversation. A person with this score does not want any personal relationships at work. Of course, that also depends on the pattern revealed on the internal side.

INTERNAL INTRINSIC (Sense of Self)

Internal Intrinsic (Sense of Self)

SCORE: High (-)

Most people have a negative bias on the internal intrinsic (sense of self). The high score indicates a person who sees him or herself as worthy and worthwhile. It also indicates an “inner strength.”

The negative bias signifies that they judge themselves as having NOT YET fulfilled their potential. In other words, they see potential within themselves that is not yet developed. They have room for growth.

It is for this reason that they are motivated to do and achieve more. Ultimately, they hope to unfold and apply this potential. This motivation is likely to show up in the other internal dimensions, and one or both of them will likely have a positive bias.

Internal Intrinsic (Sense of Self)

SCORE: High (+)

A person with this pattern has strong ego satisfaction (high number) and does not see any deficiency or self-problems (positive bias). The positive bias tends to overlook problems and focus on “well-being.”

People with this pattern often do not listen to criticism, even the constructive kind, because they cannot see that anything is—or could be—wrong with themselves.

Internal Intrinsic (Sense of Self)

SCORE: Low (+)

This pattern is indicative of an individual who is not very aware of their self-reality (low score), but is very pleased with themselves and where they are in their journey, nonetheless.

Internal Intrinsic (Sense of Self)

SCORE: Low (-)

A person with this score depreciates him or herself and realizes they have a long way to go before unfolding or realizing their potential.

This pattern indicates an individual who feels unfulfilled in their journey.

EXTERNAL EXTRINSIC (Practical Thinking)

External Extrinsic (Practical Thinking)

SCORE: High (-)

The external extrinsic (practical thinking) is about things and processes – practical priorities. It is about what is happening in the world around you.

This score pattern indicates a person who is very talented and capable of dealing with the projects and tasks he or she must do. At the same time, however, he or she is wary and cautious (the negative bias) of them.

A score like this also indicates a person who understands the practical work process but is frustrated by the amount of time required by details.

The negative bias can lead to a judgmental and “perfectionistic” delegation style. This becomes even more the case when one or both of their systemic scores are positive.

External Extrinsic (Practical Thinking)

SCORE: High (+)

This reflects a person who sees the practical dimension very clearly (the high number) and will ignore problems and interruptions in order to remain focused (the positive bias). This is generally a person who will “stick with it” and guide a process or project to completion, regardless of unexpected obstacles.

This person is very resourceful. If resources or components necessary for the completion of a project are not available, he or she may simply make or create them. A person with this score will not simply quit because the parts are not available. Instead, he or she will find some way to get the project or task done.

These people are very time conscious, and will likely get work done within a specified time frame (or sooner). Then they say, “What’s next?”

If such a person is engaged in a project, you can speak to them but they may not hear you. They are focused on the task at hand and, even when responding to interruptions, are still thinking about the project.

External Extrinsic (Practical Thinking)

SCORE: Low (+)

The concept of causality is important to the extrinsic dimension. Causality is the ability to perceive the relationship between causes and effects. A low score indicates a lack of ability to understand the link between a cause and its effect. At the same time, however, because of the positive bias, this person will be very eager to establish these causal linkages (the positive bias).

Their eagerness may cause them to attempt to create a link between cause and reality even when their “link” makes no sense. For example, a poker player with this pattern may carry a lucky charm such as a rabbit’s foot to the table with the hope that it will bring them luck.

External Extrinsic (Practical Thinking)

SCORE: Low (-)

This pattern indicates low awareness within the dimension (the low score) and no eagerness (the negative bias) to elevate that awareness. People with this pattern have a weak or low understanding of external events and their causes. They also have a reluctance to engage in external events.

INTERNAL EXTRINSIC (Role Awareness)

Internal Extrinsic (Role Awareness)

SCORE: High (-)

When the number is high (8.0 or greater), the person identifies with his or her professional role and also has harmony between professional and personal life.

A negative bias, however, is evidence that there are problems at work or at home that reduce engagement and productivity. The negative bias also can mean that the person does not fully identify with their professional – or family – role.

Something is preventing them from being fully engaged in their work or family life. That something may be at work, home or in the interface between the two.

Internal Extrinsic (Role Awareness)

SCORE: High (+)

The high score indicates keen awareness of the importance of the person's career role. It also means that the person is getting a sense of personal achievement and ego-satisfaction from their work.

A person with this pattern sees their primary job role as something that is well suited for them. In other words, they see their job as something they need in order to develop more of their own potential. This pattern also indicates harmony between professional and personal roles. They see everything they do in life fitting together very well.

If this is the highest score among the three internal scores, the person has a strong “doing” focus. It might even indicate a workaholic who is doing or trying to do too much within a given time frame.

Internal Extrinsic (Role Awareness)

SCORE: Low (+)

A low overall score indicates a disconnect between job and personal roles. A person with this score is not getting fulfillment from work, and does not see their job as offering them the opportunity to develop their potential.

This person is either dissatisfied with the job or is having personal problems. The positive bias indicates an eagerness to find harmony in their work and the willingness to work toward reasonable solutions.

The positive bias may also signify a person who may be searching for a better job fit or striving to improve family support and morale.

Internal Extrinsic (Role Awareness)

SCORE: Low (-)

This pattern is common among people looking for work. Simply put, they are not happy in their current role. They are ready for a change.

If the score is at or below 5, there is significant role-conflict. Such a low score indicates a personal problem. Joblessness alone is not sufficient cause for such a low score.

EXTERNAL SYSTEMIC (Systems Judgment)

External Systemic (Systems Judgment)

SCORE: High (-)

The high score indicates keen awareness of system and order, but the negative bias is an indication of independence or some reluctance to comply with rules or to conform to authority.

This pattern is somewhat common in salespeople, who don't like being "managed", and who may bend the rules to better suit their prospects or customers.

The negative bias together with a high number also suggests problems or difficulties understanding how the plan forward will be implemented; or perhaps the person does not feel they are getting paid enough for their work or getting the recognition they deserve.

It may indicate that company management is not doing a good job clarifying the vision of the future. It may also indicate the person has their own rules to go by and that they may tend to follow these rules instead of conforming to company rules.

In some cases this pattern may indicate rebelliousness. Look for reinforcing indications in the internal intrinsic (sense of self).

External Systemic (Systems Judgment)

SCORE: High (+)

This pattern is an indication of acceptance or compliance with established rules and authority. Generally, this indicates conformity with the law and lawful authority.

This pattern also indicates acceptance at work. The positive bias indicates an embracing of the system and general adherence and participation in the corporate or organizational vision going forward. A person with this pattern is generally a team player and feels identity with company goals and plans. The stated company goals become their goals also.

External Systemic (Systems Judgment)

SCORE: Low (+)

This pattern indicates a low awareness of established systems. However, a person with this pattern will not ignore authority. Typically, this indicates a low level of knowledge. It may also be someone who has specialized knowledge but not much knowledge outside their field of expertise.

In short, this pattern is representative of a person who will listen to authority but may not understand it very well. Reasons for initiatives and directives must be explained to them. Once they understand the rationale, they have a tendency to be cooperative and comply.

External Systemic (Systems Judgment)

SCORE: Low (-)

A low score and negative bias pattern is an indication of a host of problems. This is a person who is very likely confrontational, has alternatives to all directives, and generally believes he or she knows more or knows it better than the boss, especially if a positive, internal systemic (self direction) is coupled with a high score in the internal intrinsic (sense of self).

This rebellious attitude is not a well-informed one, but generally a fiction. People with this score pattern may be a legend in their own minds. This is usually combined with a low awareness of others, which is seen in the external intrinsic (empathetic outlook) score.

INTERNAL SYSTEMIC (Self Direction)

Internal Systemic (Self Direction)

SCORE: High (-)

This person imagines a great future, but does not see how to make it a reality. In other words, their future remains a “dream” of sorts.

For example, people with this pattern may “dream” of wealth and riches, or better and more rewarding relationships, but they do not have a realistic plan for bringing it about in the present.

The negative bias indicates that their moral code may, perhaps, be subject to change with the circumstances--a situational, ethical view where whatever actions they may take are justified by the deeper sense of self-esteem.

Internal Systemic (Self Direction)

SCORE: High (+)

Most people have a fairly clear sense of self-direction. The higher the score, the clearer the person sees their own future. They know where they are and where they are headed. Some people have a compelling desire to bring the envisioned future into the present.

If, for example, a young man or woman says, “I am going to win the Nobel Prize for chemistry,” there is no question about how they are going to spend their time. They will be doing experiments and researching all the articles they can find, tirelessly, thinking about it every waking moment.

The positive bias indicates the person embraces their self-concept and strongly identifies with it. This pattern is best for direct sales and for management of any kind.

Often, this pattern will correlate with a high “D” on the DISC graph, especially if the external intrinsic (empathetic outlook) score is low.

Internal Systemic (Self Direction)

SCORE: Low (+)

This pattern is often seen among those out of work or looking for a different, better job. Obviously, it is rather common to lose perspective on self-direction when one’s job future is unclear.

People with this pattern do not have a stable self-concept because they know it may have to change to conform to a new job. The positive bias indicates eagerness and enthusiasm about the future, but the picture of the future is vague and uncertain.

They need to clarify their future and work on bringing the picture of the future into clear focus. Once the picture becomes clear, the pathway to get there emerges.

Internal Systemic (Self Direction)

SCORE: Low (-)

Most people with this pattern will suffer from a general lack of energy and drive toward the future. For them, the future is very unclear and is accompanied by fear.

2

Section Two: Emotional Bias Patterns

Each of the core 6 dimensions on the Dimensional Balance page includes a neutral, positive or negative emotional bias.

- A neutral symbol (O) indicates that all items in that dimension were ranked in their correct position, or there are a relatively equal number of over and under-valuations.
- A positive bias, indicated by an arrow pointing upward (↑), is a result of too many overvaluations in any given dimension for objective judgment.
- A negative bias, indicated by an arrow pointing downward (↓), reflects too many under-valuations that interfere with objective judgment.

Overvaluations indicate a positive judgment bias due to the person's over-involvement with a dimension, and under-valuations reflect a negative judgment bias based on a person's lack of involvement in a given dimension.

Note: All emotional bias patterns are qualified by, and must be placed in the context of how high or low clarity scores are for each dimension. A very high clarity score is more likely to reflect a balanced orientation or a very slight positive or negative emotional bias. Low or weak clarity scores are more likely to show stronger biases, one of the direct causes for lower scores.

Empathetic Outlook

○ - Neutral:

- Maintains open, supportive relationships
- Demonstrates sincere, caring attitude
- Understands others objectively
- Listens to others objectively
- Accurate judge of others' strengths & weaknesses
- Has realistic expectations of others
- Perceives others' needs & desires objectively
- Does not over- or under-empathize
- Has no fear of losing self in others
- Combined with high clarity score, indicates high level of versatility easily adapting to different people
- Coupled with a low clarity score, reflects lower versatility- may suddenly over-react positively or negatively toward others

↑ - Positive:

- Sensitive, warm and responsive
- Prefers & enjoys personal relationships
- Strong desire to be close
- Good at building trust & personal rapport
- Desires to please and help others
- Listens to others well
- Wants others to trust & like them
- May get over-involved with others
- May be too trusting, forgiving, or accommodating
- May overvalue others' strengths and overlook weaknesses
- May have overly positive image of others, or unrealistic expectations
- May give others too much power or control

↓ - Negative:

- Maintains a degree of emotional distance on personal level
- Prefers professional or social relationships
- Less comfortable in being personally close to others
- May misjudge others & their abilities
- Lacks faith and trust in others & their abilities
- May not listen well
- May lack sympathy and sensitivity
- Has difficulty relating to others personally
- Has difficulty perceiving others' needs, feelings & desires
- May be willing to use or manipulate others

Practical Thinking

○ - Neutral:

- Objective understanding of the work process
- Good at weighing pros and cons of a situation
- Equal sensitivity to social sufficiency and deficiency
- Views social and professional norms objectively
- Good practical problem-solver
- Objectively understands & communicates well with co-workers & clients
- Works well with others in professional context
- Resourceful and consistent work pattern
- Maintains balance between doing and delegating
- Maintains balance between listening and talking
- Combined with high clarity score, indicates high level of versatility easily adapting to changing situations
- Coupled with a low clarity score, reflects lower versatility
- May suddenly over-react positively or negatively

↑ - Positive:

- Highly involved in work process
- Enjoys social & professional involvement
- Persistent and focused on task at hand
- Tends to look on the brighter side of things
- Solution focus
- Overvalues doing things right the first time
- May overvalue social status and/or professional norms
- Tries to do things right the first time
- Tends to ignore interruptions or disturbances
- Tends to be a “doer” and a team player
- Persuasive communication skills
- Inspires trust and confidence in work context
- High responsiveness to fulfilling tasks or projects on time
- May be extroverted or tends to over-socialize
- Tends to be a social conformist

↓ - Negative:

- Reluctant to fully engage in work process
- May be more of a delegator than a doer
- May be results-focused and lack process-orientation
- May have difficulty with persistence and staying focused on the task
- May hurry through, or be impatient with time it takes to complete tasks
- Corrective: readily points out mistakes, deficiencies and omissions
- Tends to be reactive vs. proactive
- May depreciate social status and/or professional norms
- May prefer to avoid social & professional involvement
- Expects and allows interruptions or disturbances
- Tends to look on the negative side of things— problem focus
- May struggle with implementing practical processes
- Lacks persuasive communication skills
- May be introverted or tend to under-socialize
- May become frustrated or judgmental if demands are high

Systems Judgment:

○ - Neutral:

- Objective and open attitude toward authority
- Understands need for laws, policies, rules and order
- Respects the need for authority
- Open, two-way communication with authority figures
- Appreciates structure, planning and organization
- Demonstrates genuine willingness to cooperate
- Objectively evaluates ideas, plans and theories
- Enforces own authority in a balanced way
- Combined with a high clarity score, indicates a high level of versatility easily adapting to system and policy changes, plans, or new superiors
- Coupled with a low clarity score, reflects lower versatility—may suddenly over-react positively or negatively to new superiors, plan or policy changes.

↑ - Positive:

- Organization and systems-reliant
- Enjoys and depends on structure and order
- Identifies personally with the company (feels sense of belonging) and its vision, plan, etc.
- Will try to work up to or exceed performance standards
- Tends to rely on external order
- Compliant or submissive to established policies or authority
- Will do things the company way or by the book
- May become rule-bound
- May put too much control in the hands of authority
- May be somewhat perfectionistic and results-demanding
- Strictly enforces own authority
- May have difficulty taking initiative or thinking outside the box

↓ - Negative:

- Likely has an aversion to organization and systems
- Tends to be an independent thinker
- Lacks appreciation for structure and order
- May lack respect for authority, and be rebellious at times
- Resistant to complying with established policies or authority
- Willing to bend the rules
- May have a fear of authority figures
- May feel they have been treated unfairly by authority figures or the system
- Often a maverick or free spirit
- May have difficulty enforcing their own authority
- May be a very creative, “outside the box” thinker

Sense of Self:

○ - Neutral:

- Has achieved an objective sense of self awareness
- Realistically judges their strengths & weaknesses
- Appreciates their own unique individuality
- Tends to be a well-integrated personality
- Has a balanced understanding of who they are
- Clearly aware of their abilities and limitations
- Has inner strength and faith in themselves
- May feel they have already accomplished a great deal in life
- May feel somewhat satisfied with themselves the way they are
- May be on the threshold of change
- May not have clear direction yet about how to further develop their potential
- May be uncertain about how to further improve
- May reflect a degree of complacency or lack of clear direction

↓ - Negative:

- Strong internal motivation and initiative
- Judge self as not yet having fulfilled their potential
- May have strong sense of self worth and good ego, but see great room for improvement
- Want to learn, do and achieve more
- Lack feelings of self-satisfaction and complacency
- Desire to improve themselves and apply more of their potential
- May feel unfulfilled or dissatisfied with who they are
- Seek avenues that could lead to higher levels of personal satisfaction and success
- May lack a strong sense of self worth
- May depreciate themselves, needlessly
- Could harbor feelings of inferiority
- May be dependent on others to value them

↑ - Positive:

- Strong faith in themselves and their abilities
- Strong, unshakeable ego and high sense of self worth
- May place too much importance on themselves
- Happy and satisfied with who they are and their current level of success
- May overvalue their strengths and be unclear about, or unaware of their weaknesses
- May not be very motivated to change or improve
- Do not take even constructive criticism from others very well
- May feel they are not getting enough recognition for their contribution(s)
- May be self-centered, complacent and narcissistic
- May put too much value on the self-enjoyment of just “being” or “living”
- May lack the internal motivation to further develop themselves and their potential
- Has a weaker desire to learn, do, and achieve more
- May feel that they have already “arrived”
- May consider no job or role good enough for them
- May reflect they are in retirement mode

Role Awareness:

○ - Neutral:

- Finds their current life situation adequate, perceiving both fulfilling & non-fulfilling factors
- Has capacity to maintain a harmonious, balanced integration of all their roles in life
- Free of role conflict
- Has clarity with regard to their duties and responsibilities
- In combination with a high score, understand how to manage their time
- May greatly enjoy some aspects of their roles, but dissatisfied with other factors
- May be open to role changes
- May be in a “maintenance” mode or holding pattern in current professional role
- May be between jobs
- May resist change in the status quo
- May be looking forward to retirement and accompanying benefits

↑ - Positive:

- Has clear understanding of primary life roles
- Identifies strongly with job and takes it seriously
- Takes pride in doing good, high quality work—works with intensity
- Will take initiative—may be a workaholic
- Puts most of their energy and time into fulfilling role responsibilities
- Gets strong sense of personal satisfaction, achievement and fulfillment from their roles
- Wants to make a positive contribution through their work-role
- Well-adjusted socially and professionally
- Feels job well utilizes their talents and allows them to further develop their potential
- Confident in their abilities (perhaps overly confident)
- May become pre-occupied with short-term objectives
- Fully engages self in primary role
- Tends to be fully present to the work at hand

↓ - Negative:

- May not have clear understanding of life roles
- May have been recently laid off or fired
- May be in job transition
- May overextend their time & get involved in too many activities
- May not identify with job or personal roles
- May feel disengaged from certain roles
- May feel lack of pride in their job, and may not do their best
- May have difficulty managing their time
- May suffer from lack of harmony between personal and professional roles
- Unlikely to take initiative
- May feel job is ill-suited to their abilities
- May feel lack of self confidence to do the job well
- May have poor working conditions
- Have difficulty being fully present or engaged in their life roles
- May feel dissatisfaction with their roles, or aspects of them
- Have difficulty achieving harmony and balance among different roles
- Do not get sense of personal satisfaction and achievement from their roles
- May feel poorly adjusted—both socially and professionally
- Have doubts that their professional contributions are meaningful

Self Direction:

○ - Neutral:

- May be uncertain concerning future goals and how to best pursue them
- May be so focused on what they are doing in the present, that the future is placed in suspension
- May lack clarity about who they want to become or where they want to be
- May be leaving future open to capture best opportunity
- Likely open-minded and flexible
- May lack clear standards and principles, or allow self to bend their own rules
- May be highly disciplined at times, and not at all on other occasions
- May be undecided about what to pursue
- May lack clear positive goals that they really want to achieve

↑ - Positive:

- Has clear sense of direction and strongly identifies with it
- Focused on future objectives for positive self development and growth
- High level of energy, ambition and ego-drive
- Has strong, clear mental image of self
- Desires to advance career
- Persistent and determined to achieve goals
- Self-assured and confident
- Tends to be conscientious, reliable and punctual
- May be stubborn and inflexible
- Highly assertive -can assert their will and authority over others
- May come across as “it’s my way or the highway”
- Thinks highly of self and their adopted belief system
- Has definite rules and moral code to live by
- Strong in self organization and self discipline
- Always looking ahead, optimistically
- Envisions brighter future
- May overemphasize reaching final destination, vs. enjoying the journey

↓ - Negative:

- May lack a clear sense of direction
- Lacks focus on how to best pursue future growth & development
- Low level of energy, ambition and ego-drive, due to lack of clear target or goal
- Lacks strong, clear mental image of self
- May not desire to advance career
- Lacks persistence and determination to achieve goals
- May be too open-minded and flexible; may suffer from decidophobia
- Can be easily influenced, molded or manipulated by others
- Has difficulty asserting their will and authority over others
- May lack definite rules or a moral code to live by
- May lack self organization and discipline
- Has difficulty envisioning brighter future
- May have vague or conflicting goals
- May be confused, impulsive, and have hard time following through
- May have difficulty keeping appointments or meeting schedules
- May have negative image of themselves, and feel directionless, lost or fearful

Notes:

3

Section Three: The Capacities

Accountability for Others: A willingness to take responsibility for the actions of other people.

Attention to Detail: The ability to pay attention to the specific elements, facets or parts of a situation or work assignment.

Attitude Toward Others: The general capacity one has for relating with other people.

Balanced Decision Making: The ability to make consistently sound and timely decisions in one's personal and professional life.

Conceptual Thinking: The ability to mentally envision comprehensive, long-range plans or goals and to identify, evaluate and allocate necessary resources.

Concrete Organization: The capacity to understand essential factors of a situation and bring together all necessary resources.

Conflict Management: The ability to resolve different points of view constructively.

Consistency and Reliability: The capacity to regularly and dependably engage in and complete tasks or processes.

Continuous Learning: The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.

Conveying Role Value: The capacity to communicate and promote the value and importance of one's role.

Correcting Others: The ability to objectively address the errors, omissions and/or poor results of other people.

Customer Focus: A commitment to customer satisfaction.

Decision Making: The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

Developing Others: The desire to help others expand their talents and potential.

Diplomacy and Tact: The ability to treat others fairly, regardless of personal biases or beliefs.

Emotional Control: The ability to appear to be rational and in-control when facing problems or crises.

Empathetic Outlook: The capacity to perceive and understand the individuality in others.

Enjoyment of the Job: A measure of a person's attitude toward their current job or career.

Evaluating Others: The capacity to objectively assess or measure the abilities and performance of other people.

Evaluating What is Said: The capacity to objectively listen, understand and accurately interpret what someone else is saying.

Flexibility: The ability to readily modify, respond to and integrate change with minimal personal resistance.

Following Directions: The capacity to hear, understand and follow instructions.

Freedom from Prejudices: The ability to maintain objectivity when relating to other people.

Gaining Commitment: The ability to get support and “buy-in” from others for a specific goal or set of goals.

Goal Achievement: The ability to identify and prioritize activities that lead to a goal.

Handling Rejection: The capacity to exhibit persistence and strong will in the face of objections.

Handling Stress: The ability to maintain composure and internal strength when coping with external and internal pressures.

Influencing Others: The ability to personally affect others' actions, decisions, opinions or thinking.

Initiative: The compelling desire to get into the flow of work in order to accomplish the vision and complete the goal.

Integrative Ability: The capacity to see different components of a situation and tie them together to see the situation as a whole.

Internal Self Control: The ability to remain in conscious command of one's internal emotions when confronted with difficult circumstances and to respond rationally.

Interpersonal Skills: The ability to interact with others in a positive manner.

Intuitive Decision Making: The capacity to make decisions by looking at the most essential elements and without all the facts or data.

Job Ethic: The capacity to fulfill the professional responsibilities with a strong sense of moral duty and obligation they have been given.

Leading Others: The capacity to organize others in such a way that inspires trust and motivates people toward a common goal.

Long Range Planning: The capacity to see the big picture and long-term goals and to forge clear, realistic plans to accomplish the desired results.

Material Possessions: An indicator of the desire to possess objects of high monetary value or importance.

Meeting Standards: The ability to perform work according to precise specifications.

Monitoring Others: The capacity to effectively oversee work done and decisions made by an individual or a team.

Objective Listening: The ability to listen to many points of view without bias.

Persistence: The capacity to steadily pursue any project or goal that a person is committed to in spite of difficulty, opposition or discouragement.

Personal Accountability: The capacity to take responsibility for one's own actions, conduct, obligations and decisions without excuses.

Personal Drive: A gauge of personal motivation to achieve, accomplish or complete tasks, goals or missions.

Personal Relationships: The importance of having and maintaining personal relationships and not just being seen as part of the team.

Persuading Others: The capacity to influentially present one's positions, opinions, feelings or views to others in such a way that they will listen and adopt the same view.

Planning and Organization: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

Practical Thinking: The capacity to understand situations in a realistic, efficient manner and to achieve the desired results.

Proactive Thinking: The capacity to think ahead in order to realistically evaluate the consequences of current actions, processes and decisions.

Problem Solving: The ability to identify key components of the problem, possible solutions and the action plan to obtain the desired result.

Project and Goal Focus: The capacity to concentrate one's full attention on the project or goal at hand, regardless of distractions or difficulties.

Project Scheduling: The capacity to determine how long it will take to complete a project and to then efficiently break it down further into specific work time frames.

Quality Orientation: The capacity to maintain a focus on well-defined standards of excellence with regard to all aspects of responsibilities and tasks.

Realistic Expectations: The ability to set realistic time frames and well-defined standards of quality performance and production for others to follow.

Realistic Goal Setting for Others: The ability to define realistic and manageable goals for others using specific time frames and the resources at hand.

Realistic Personal Goal Setting: The ability to define realistic and attainable goals for one's self using specific time frames and the resources at hand.

Relating to Others: The capacity to understand and relate to others when communicating with them.

Resiliency: The ability to quickly recover from adversity.

Respect for Policies: The ability to understand, appreciate and have high regard for the rules, policies and procedures of the company.

Respect for Property: A measure of the level of respect and appreciation for the property that belongs to others or the company.

Results Orientation: The capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results.

Role Awareness: The degree of a person's identity and awareness regarding his or her professional, social and personal roles.

Role Confidence: The capacity of maintaining confidence and self-reliance for fulfilling various professional and personal roles.

Self-Assessment: The capacity to objectively understand and evaluate one's self.

Self-Confidence: A measure of a person's assured self-reliance in his or her abilities.

Self-Direction: Having a clear vision of one's future objectives and the self discipline and organization necessary to achieve them.

Self-Discipline and Sense of Duty: A measure of the level of devotion and commitment to one's own sense of obligation.

Self-Improvement: The measure of the quality of one's own internal motivation to improve.

Self-Management: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

Self-Starting Ability: A measure of a person's ability to initiate tasks in order to fulfill responsibilities and commitments.

Sense of Belonging: A measure of how a person feels he or she fits into the surrounding world.

Sense of Mission: A measure of a person's sense of purpose in his or her life.

Sense of Self: A measure of a person's awareness of "who" they are—the ability to discern one's own self-worth.

Sense of Timing: The ability to do the correct thing at the correct time.

Sensitivity to Others: The capacity to understand and appreciate the value of other people with genuine concern for their needs, desires and feelings.

Status and Recognition: A measure of the importance of social status or prestige to a person's current role.

Surrendering Control: The capacity of a person to voluntarily surrender control and accept the authority of another person or group.

Systems Judgment: The capacity to understand and use systems such as knowledge, language, authority structures and logic, including one's ability to understand and work well within the context of established norms, rules, policies and procedures.

Taking Responsibility: A measure of the capacity to be answerable for personal actions.

Teamwork: The ability to cooperate with others to meet objectives.

Understanding Attitude: The capacity to grasp the intangible aspects of a complex situation.

Understanding Motivational Needs: The ability to understand and inspire others in such a way that gets them to act.

Using Common Sense: The capacity to be resourceful and apply good, practical, ordinary sense in whatever situations arise.

Notes:

Section Four: Debriefing with the Dimensional Dials

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In the first three sections of this manual, the TTI Performance Systems, Ltd. development team has provided you a depth of information in the foundations of The Dimensional Balance Page.

Section Four will provide you additional understanding and information to enhance the debriefing experience you provide your client.

This Section Includes:

- A review of the bias norms and population norms
- An understanding of the bias intensity dial
- Applications for debriefing

With the additional enhancements to the PTSI™, it is critical to keep in mind the foundation of the assessment is the same—the core 3 external and the core 3 internal categories remain the same—based on Dr. Robert S. Hartman's original core 6. The 18 statements for the external evaluation and the 18 statements for the internal evaluation are from Hartman's original work. The bias intensity is data which has been available by the assimilation of data from the assessment completion process. The TTI development team has advanced the systems of analysis to provide you this information on the PTSI.

The Clarity Comparison

Population Clarity Mean

For each dimension, the left hand side of the bar graph on The Dimensional Balance Page provides the population norm for the clarity of that dimension.

Example: *The population mean for clarity of Empathetic Outlook is 8.27.*

Utilize the population clarity mean to compare the respondent's Empathetic Outlook clarity score to the population mean as one reference point.

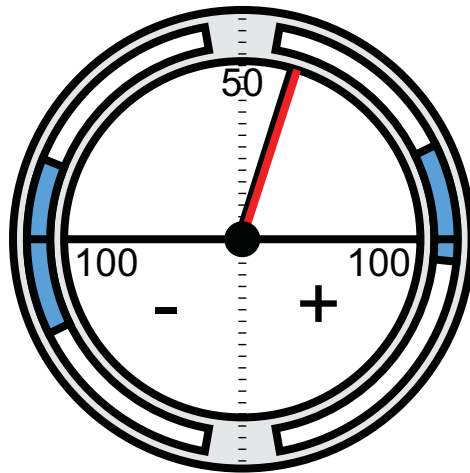
Bias Clarity Mean

For each dimension, the right hand side of the bar graph provides the bias clarity mean. The mean is derived from the group of individuals who share the same bias—undervalued the dimension, overvalued the dimension or have a neutral valuation.

Utilize the bias clarity mean to compare the respondent's clarity to those with the same bias as another reference point in developing the coaching plan.

The Bias Intensity Dials

The removal of the terms “positive or negative” from The Dimensional Balance Page has brought the debriefing experience to a new level of consultative coaching. With the move to the terms overvalued or undervalued to describe the order selection choice of the Hartman selection process, there is now the opportunity to review the actual percentage of statements in each dimension which were over- or undervalued. This bias intensity dial has been developed for another level of information for your consultative approach.

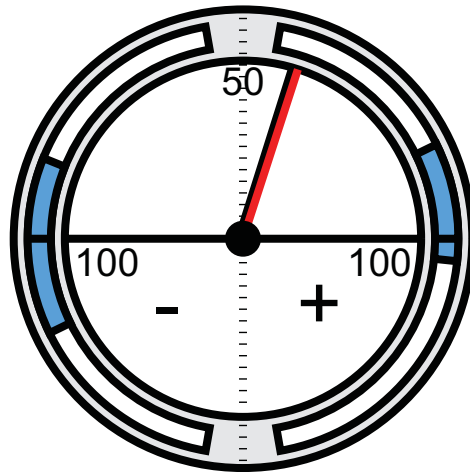


(See the Dimensional Balance pictorial graph for specific placement on the page)

There is one dial for each of the 6 core dimensions. The red needle dial gauge reveals how strong a person’s bias is for the dimension. The red needle on the top half of the dial will never go below the midline. Below the midline is the area designated for positive or the negative items.

The dial is based on the Hartman principle that a 50% bias is a neutral. The middle of the upper half of the dial depicts the 50% indicator. Each item in the assessment is an axiological coded representation of a positive or negative item. When an item is placed higher than the ideal order, it is overvalued. When an item is placed lower than the ideal order, it is undervalued.

The Fundamentals of the Dial



THE COLOR STRIP	
Quadrant 1:	Upper left side— <i>Overvalued negative items</i>
Quadrant 2:	Upper right side— <i>Overvalued positive items</i>
Quadrant 3:	Lower left side— <i>Undervalued negative items</i>
Quadrant 4:	Lower right side— <i>Undervalued positive items</i>

- If the needle is positioned to the right of the 50% indicator—the positive symbol side—the bias has been displayed as overvalued in the corresponding graph
- If the needle is to the left of the 50% indicator—the negative symbol side—the bias has been displayed as undervalued in the corresponding graph
- The color of the dial simply matches the color of the dimensional graph for that dimension
- The central focus on the dial is the solid color to the right and left of the 50% mark
- The sum of the colored area will equal 100% of the items for that dimension

Example: In the dial above you see the respondent overvalued some of the positive items, undervalued fewer of the positive items, and overvalued and undervalued negative items.

Reminder: The higher the capacity score the less impact the bias will have in your overall consultation

Dial Options Examples

1. If an individual placed the items in perfect order, the dial gauge red needle would be straight up on the 50% percent line.
2. The smaller the amount of color, the lower the number of items the individual placed in the incorrect order.
3. If an individual overvalues only items on the negative side, there will be a full strip of color on the negative side of the dial, above the mid line. The other 3 quadrants will be blank.
4. If an individual overvalues some of the positive items and undervalues some of the positive items, there will be a color strip on the top and the bottom of the mid line.
5. If an individual places all of the positive items in perfect order, there will be no color on the positive side. If the individual also over- or undervalues negative items, there would be color on the negative side of the dial.
6. For as many possibilities as there are for individuals to place the items in order of their priorities, there will be options on the dial.

Application of the Bias Intensity to the Debriefing Process

- When considering the “weight” of the bias intensity, you will always want to primarily consider the capacity score strength
- When bringing the intensity into the decision making process, the culture of the organization, the specific management and the specific job being reviewed are other key factors
- Utilize the bias intensity as a method of determining the open-ended questions you need to gather additional information to complete the debrief
- It is the combination of all three segments of the assessment which comprises the heart of the coaching plan for the individual
- The assessment is still 33% of the selection process

A Guide to the Dimensional Balance Page

The Dimensional Balance Page measures the 3 External Factors (Empathetic Outlook, Practical Thinking, Systems Judgment) and the 3 Internal Factors (Sense of Self, Role Awareness, Self Direction).

This is a legend for the symbols used in the report.

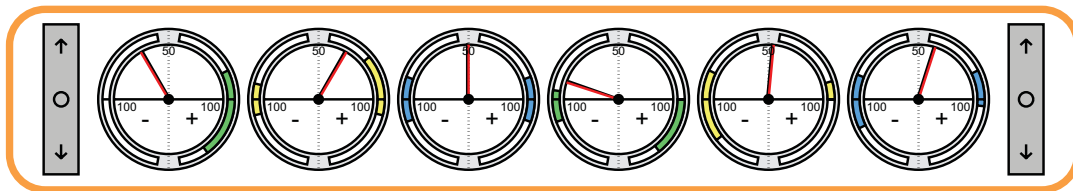
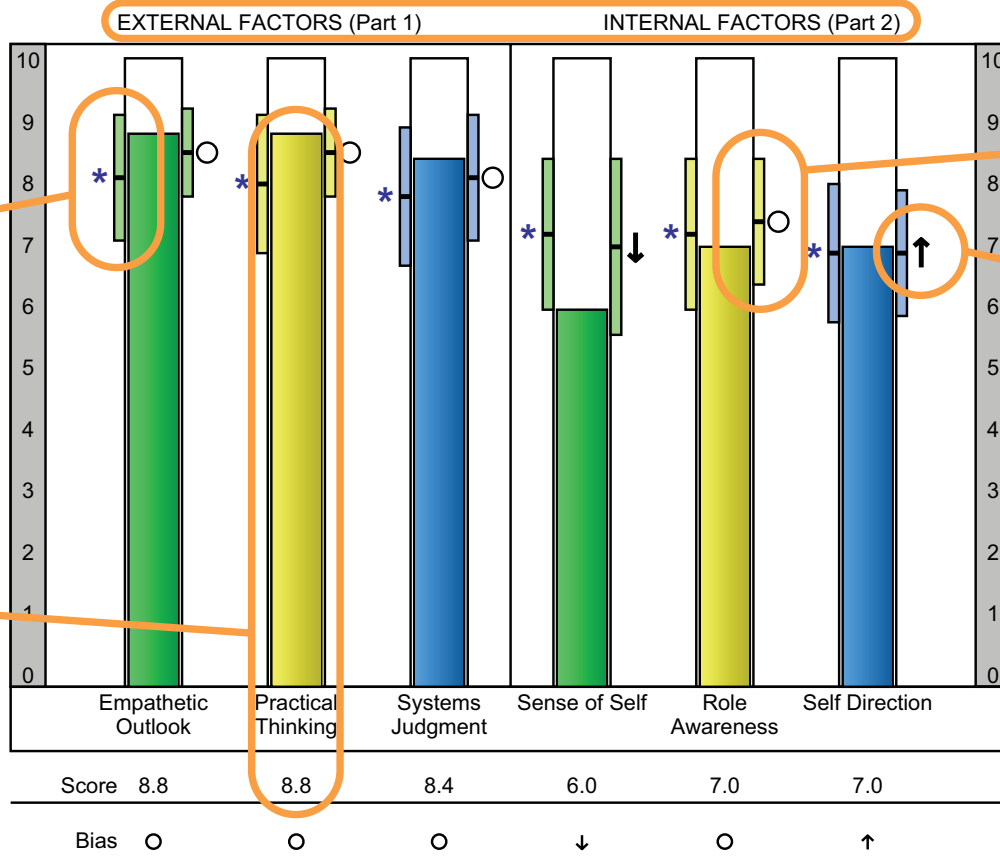
- * Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

This bar represents the norm for the population that has the same bias as the individual for this factor.

This bar represents the norm for the entire population (includes all bias types) for this factor.

This is the clarity score, shown both as a large bar graph and numerically.

This symbol represents the bias the individual has for this factor. It is also displayed under the numerical clarity score for ease of reference.



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This is the reliability score. The first number is for External Factors, the second for Internal Factors.

This array of "dials" illustrates the bias intensity for each of the 6 dimensions.

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