ATTRIBUTE INDEX

Kanti Gopal Kovvali
December 14, 2017

This Innermetrix Attribute Index is the modern interpretation of Dr. Robert S. Hartman's Formal Axiology, a science that helps us understand how we reason and make decisions. The six core dimensions examined herein play a vital role in how we see the world, and respond to it. This Attribute Index will help you understand how you reason and make judgments or decisions.

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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.

Kanti Gopal Kovali

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.

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External Decision Making Pattern Summary

You are someone who interprets situations primarily in terms of the logical relation to established rules of knowledge or order within a given organization. You prefer to solve problems according to the system of rules rather than by gut intuition. You are comfortable with change, but work well with structure and order as well. Having a set way of doing things is a good thing to you. You are better at seeing the big picture and overall operations or direction than you are the actual steps involved in getting it done. You don't see people as clearly as you could and sometimes this could cause you to ignore their needs in favor of results or procedures. Overall level of development for the Systems dimension is good while the Tasks and People dimensions are less developed in comparison. 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

Use of logic and organizational definition for persuasion and delegation

Organizational loyalty

Schematic thinking

15,000 foot views

Minimizers

Empathy

Being practical

Placing form over function

May view people as a piece of a larger system only, rather than as unique individuals

Performance in vague, highly dynamic, constantly changing or non-defined environments

Motivators

Power and authority

Position and title

Promotion

Sense of belonging to a larger system

Needs for Growth

To develop greater empathy and understanding for other people.

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Targets for Reinforcement (R) and Development (D)

Attitude toward others (D)

Practical thinking (D)

Systems judgment (D)

Preferred Environment

Working within well-defined chain of command.

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Internal Decision Making Pattern Summary

The low self-actualized pattern is ideally balanced in all three dimensions of thought, but overall development is low. Although completely balanced, you do not see these three dimensions of thought, as clearly as you could, and as a result you may not be as proficient as possible in a variety of areas at this time in your life. You may be suffering from lower self esteem, combined with some confusion about the best role for yourself right now due to these doubts you are unsure how to proceed. Indecisiveness, insecurity and lack of drive will be the result while you are in this situation. Your overall level of development for the People, Tasks, and Systems dimensions is low. 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

Balanced approach to inner self evaluation

Easy going

Lack of anxiety caused by imbalanced dimensional view

Minimizers

Lack of development of primary dimensions of thought:

Self esteem

Role awareness

Self direction

Motivators

Self improvement

Material possessions

Sense of mission

Needs for Growth

To develop abilities in the core dimensions of thought (people, tasks, systems). Identify barriers or obstacles that may be limiting the use of any of these areas.

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Targets for Reinforcement (R) and Development (D)

Self esteem (D)

Role awareness (D)

Self direction (D)

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This graph summarizes the 6 Categories that comprise this Talent Profile. A description and mean score for each category is on the following page.
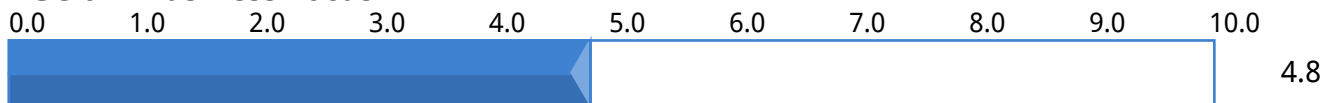
Leadership performance in organization is a result of the incumbent's ability to be 'Goal, Role & Self Aware' in a give situation & environment, which are a function of the leader being able to objectively perceive, assess & interpret the environmental stimuli and formulate effective actions to leverage the opportunities presented for results, besides coordinating efforts of the followers.

This report aims to provide an insightful peek into your leadership competencies aligned with Rane Group's Leadership competencies. You will develop significant insights into your thinking & decision making styles, emotional sensitivity, mental grit, agility, adaptability, your mental programming, etc..

The data presented here reports your current leadership strengths on the following competencies in focus.
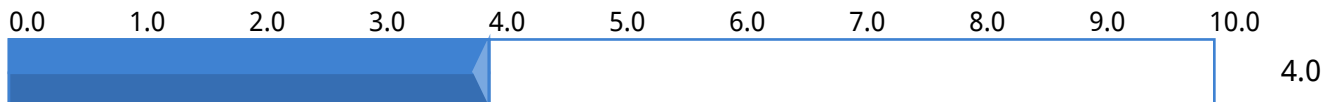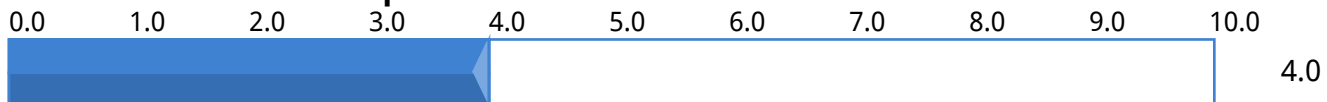
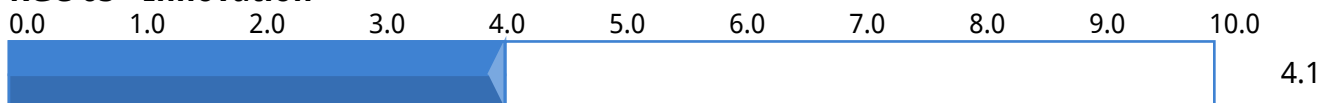**Report Component Graphs**

RGC 01 - Business Focus
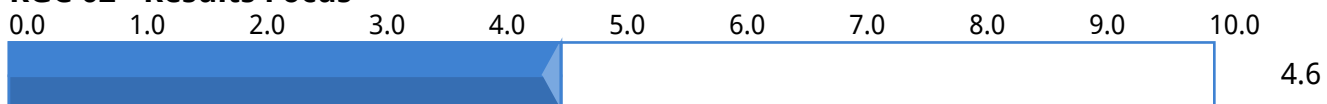
0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.8

RGC 02 - Results Focus

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.6

RGC 03 - Customer Focus

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

RGC 04 - Build Leadership

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

RGC 05 - Innovation

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.1

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RGC 06 - Intrapreneurship

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.5

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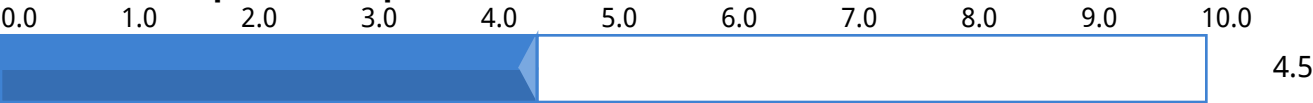
RGC 01 - Business Focus (4.8)

Sees the big picture and contributes to the development of the organizational vision and long term strategies. Evaluates business dynamics and communicates strategies effectively across all levels. Has a long-term view of the business environment and proactively takes measures. Leverages potential opportunities for sustainable business growth.

RGC 02 - Results Focus (4.6)

Sets and communicates stretched, well-defined expectations for outcomes and milestones and drives results. Balances competing priorities to meet business goals in a timely manner and ensures delivery of quality results. Focuses energy on the things that impact the outcome the most, and does not get distracted with all issues. Formulates policies to achieve business goals and functional / operational excellence.

RGC 03 - Customer Focus (4.0)

Understands the customer's implicit and explicit needs, and facilitates the organization to fulfill the same. Nurtures relationship and partners with customers for mutual benefit. Directs organizational systems & processes to ensure a customer-centric culture. Anticipates changing customer expectations and proactively takes measures to address them.

RGC 04 - Build Leadership (4.0)

Develops self to take on higher order challenges and exhibits role model behaviour. Identifies high potentials and develops them for future roles. Fosters a conducive environment for a high performance culture. Can spot potential conflicts, bring disagreements into the open and help de-escalate the issues.

RGC 05 - Innovation (4.1)

Challenges conventional thinking to bring in diverse perspectives. Promotes innovation projects that results in significant impact on the organization. Eliminates fear of failure and recognizes innovation.

Strives to create a "dare to try" culture that encourages questioning the status quo.

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RGC 06 - Intrapreneurship (4.5)

Proactively acts on something now to create a future opportunity. Stays focused and drives results even in difficult situations. Factors big picture and uses discretion when handling matters of long-term impact on organization. Creates a shared purpose that supports the vision and upholds the organization values.

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Category Description

Sees the big picture and contributes to the development of the organizational vision and long term strategies. Evaluates business dynamics and communicates strategies effectively across all levels. Has a long-term view of the business environment and proactively takes measures. Leverages potential opportunities for sustainable business growth.

Category Component Graphs

Attention To Detail
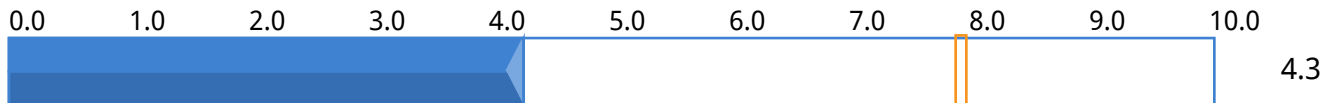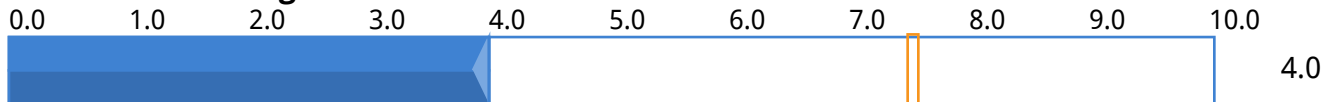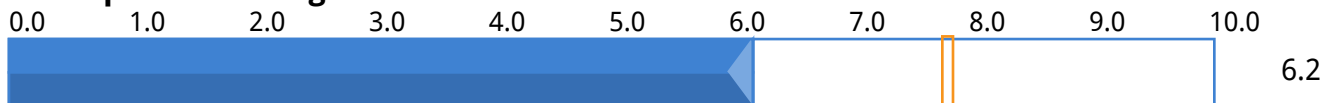
4.3

Proactive Thinking

4.0

Conceptual Thinking

6.2

Long Range Planning

4.3

Systems Judgment

6.2

Concrete Organization

4.0

Kanti Gopal Kovvali
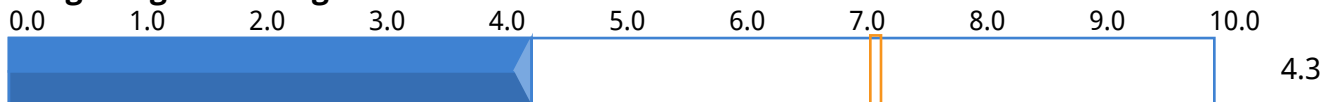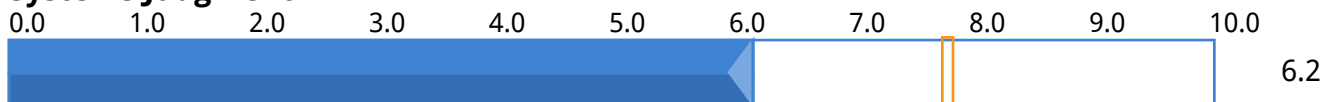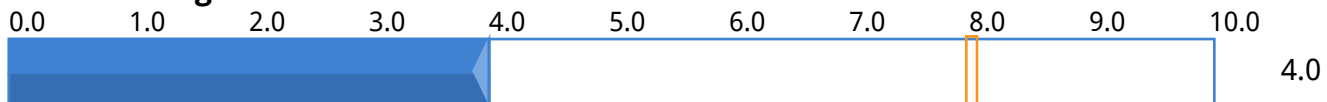
Category Component Descriptions

Attention To Detail (4.3)
evaluates Kanti's ability to see and to pay attention to details.

Proactive Thinking (4.0)
evaluates Kanti's ability to determine the future implications of current decisions and actions.

Conceptual Thinking (6.2)
evaluates Kanti'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 (4.3)
evaluates Kanti's ability to identify and to evaluate resources and to plan for their utilization throughout the execution of comprehensive, long-range projects.

Systems Judgment (6.2)
evaluates Kanti's schematic thinking ability to accomplish within the external system of people where he works.

Concrete Organization (4.0)
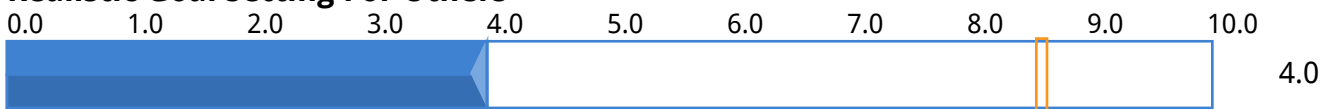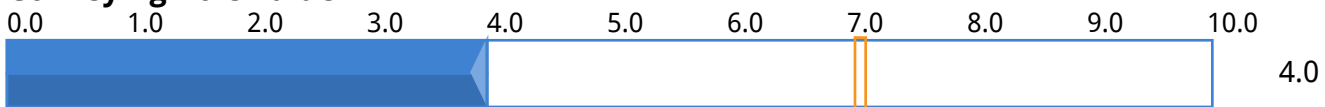evaluates Kanti's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

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Category Description

Sets and communicates stretched, well-defined expectations for outcomes and milestones and drives results. Balances competing priorities to meet business goals in a timely manner and ensures delivery of quality results. Focuses energy on the things that impact the outcome the most, and does not get distracted with all issues. Formulates policies to achieve business goals and functional / operational excellence.
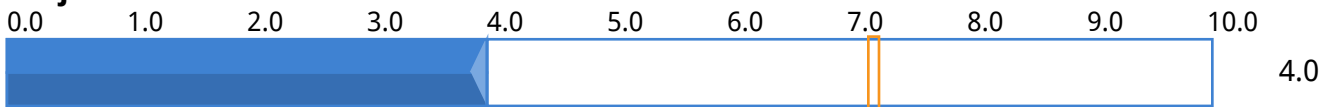
Category Component Graphs

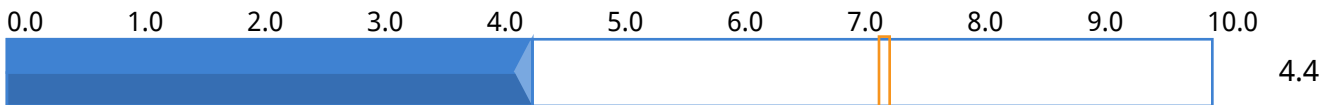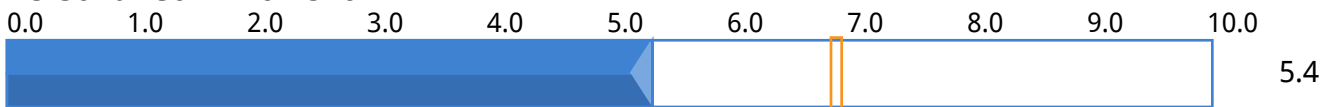**Realistic Goal Setting For Others**

4.0

Conveying Role Value

4.0

Project and Goal Focus

4.0

Initiative

4.4

Personal Commitment

5.4

Persistence

4.0

Results Orientation

6.2

Meeting Standards

5.4

Kanti Gopal Kovvali

Handling Stress

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.0

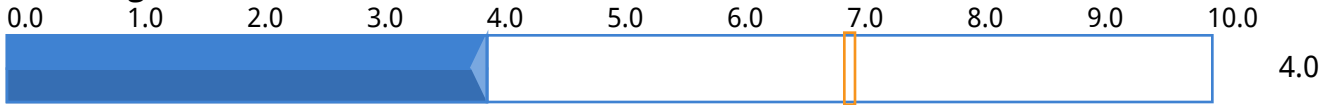**Category Component Descriptions**

Realistic Goal Setting For Others (4.0)
evaluates Kanti's ability to set goals for others that can be achieved by using the available resources and operating within a projected timeframe.

Conveying Role Value (4.0)
evaluates Kanti's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Project and Goal Focus (4.0)
evaluates Kanti's ability to stay on target regardless of circumstances.

Initiative (4.4)
evaluates Kanti's ability to direct his energy toward the completion of a goal without an external catalyst.

Personal Commitment (5.4)
evaluates Kanti's ability to focus and to stay committed to a task: a measure of his internal, personal commitment.

Persistence (4.0)
evaluates Kanti's ability to stay on course in times of difficulty.

Results Orientation (6.2)
evaluates Kanti's ability to identify the actions necessary to complete tasks and to obtain results.

Meeting Standards (5.4)
evaluates Kanti's ability to see and to understand the standard requirements established for a job and evaluates his commitment to meeting them.

Handling Stress (4.0)
evaluates Kanti'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.
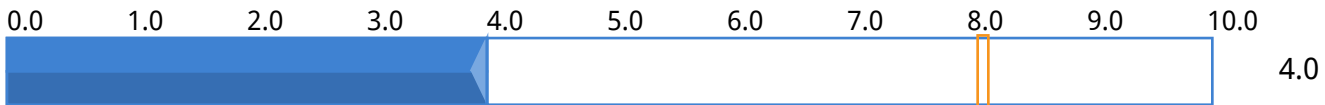
Kanti Gopal Kowvali
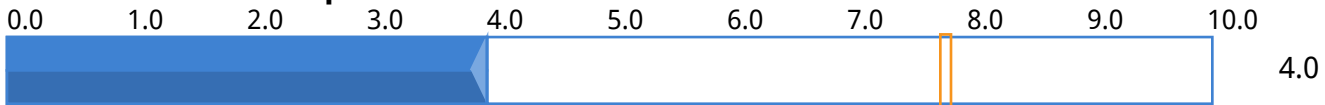
Category Description

Understands the customer's implicit and explicit needs, and facilitates the organization to fulfill the same. Nurtures relationship and partners with customers for mutual benefit. Directs organizational systems & processes to ensure a customer-centric culture. Anticipates changing customer expectations and proactively takes measures to address them.
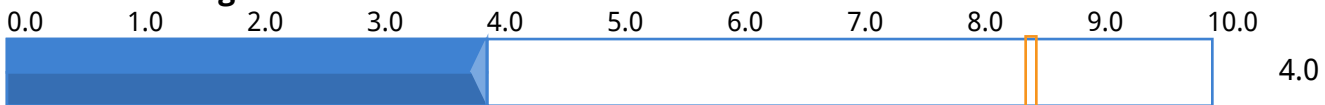
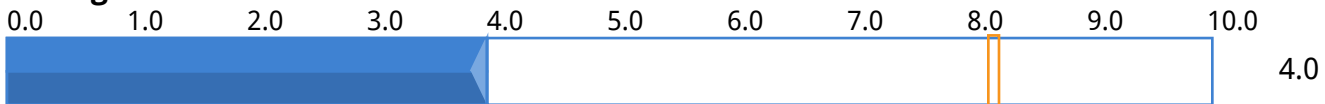## Category Component Graphs

Human Awareness

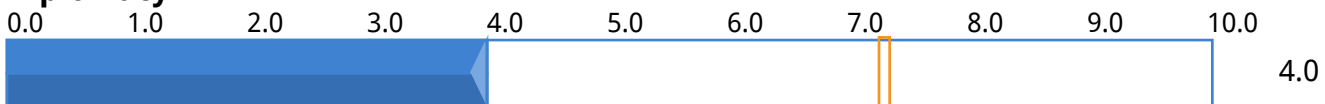| 0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Personal Relationships

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Understanding Motivational Needs

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Seeing Potential Problems

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Diplomacy

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Persuading Others

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Relating To Others

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Kanti Gopal Kovvali

Category Component Descriptions

Human Awareness (4.0)
evaluates Kanti'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.

Personal Relationships (4.0)
evaluates how motivated Kanti is in forming personal relationships with the people with whom he works.

Understanding Motivational Needs (4.0)
evaluates Kanti's ability to understand the needs and desires of employees and to use this knowledge to motivate them to succeed.

Seeing Potential Problems (4.0)
evaluates Kanti's ability to structure current situations in an ongoing scenario and be able to identify developments that could cause problems in the future.

Diplomacy (4.0)
evaluates Kanti's ability to balance personal emotions with the needs of the situation.

Persuading Others (4.0)
evaluates Kanti's ability to present his viewpoint in such a way that it is accepted by others.

Relating To Others (4.0)
evaluates Kanti's ability to coordinate personal insights and knowledge of others into effective interactions.
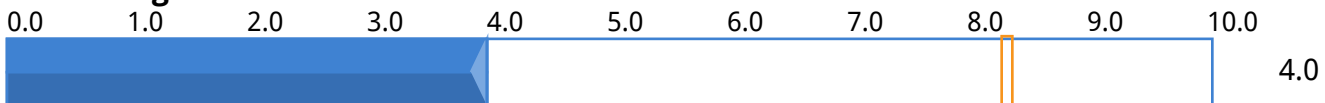
Kanti Gopal Kovvali
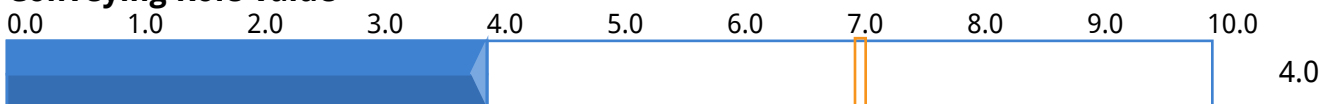
Category Description

Develops self to take on higher order challenges and exhibits role model behaviour. Identifies high potentials and develops them for future roles. Fosters a conducive environment for a high performance culture. Can spot potential conflicts, bring disagreements into the open and help de-escalate the issues.
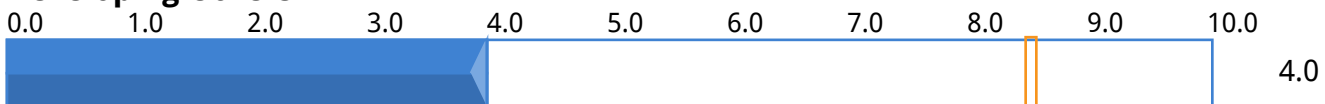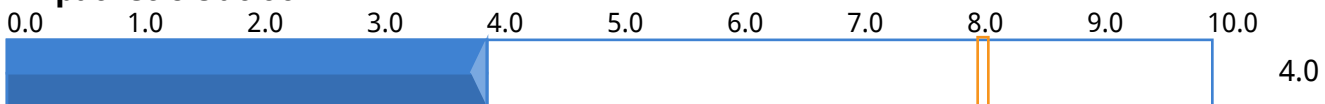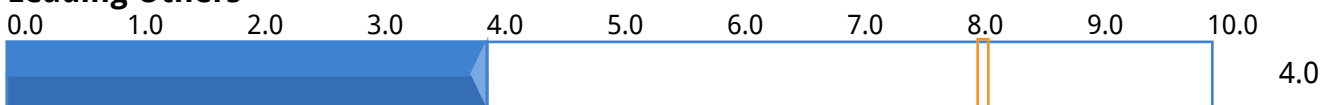
Category Component Graphs

Evaluating Others

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Conveying Role Value

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Developing Others

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Empathetic Outlook

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Leading Others

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Realistic Personal Goal Setting

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Realistic Goal Setting For Others

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Accountability For Others

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

Self Improvement

0.0   1.0   2.0   3.0   4.0   5.0   6.0   7.0   8.0   9.0   10.0

4.0

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Category Component Descriptions

Evaluating Others (4.0)
evaluates Kanti's ability to make realistic and accurate judgments about another, to evaluate his strengths and weaknesses, and to understand his manner of thinking, acting, and behaving.

Conveying Role Value (4.0)
evaluates Kanti's ability to use his own capacities (for empathy, interpersonal relationships, and leadership) to instill, in an employee, a sense of value for the task at hand.

Developing Others (4.0)
evaluates Kanti's ability to understand the needs, interests, strengths and weaknesses of others, and to use effectively this information for the purposes of developing others.

Empathetic Outlook (4.0)
evaluates Kanti's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

Leading Others (4.0)
evaluates Kanti's ability to organize and to motivate people into getting things accomplished in a way that makes everyone feel a sense of order and direction.

Realistic Personal Goal Setting (4.0)
evaluates Kanti's ability to set goals for himself that can be achieved using available resources and operating within a projected timeframe.

Realistic Goal Setting For Others (4.0)
evaluates Kanti's ability to set goals for others that can be achieved by using the available resources and operating within a projected timeframe.

Accountability For Others (4.0)
evaluates Kanti's ability to be responsible for the consequences of the actions of those whom he manages.

Self Improvement (4.0)
evaluates Kanti's motivation to improve himself.
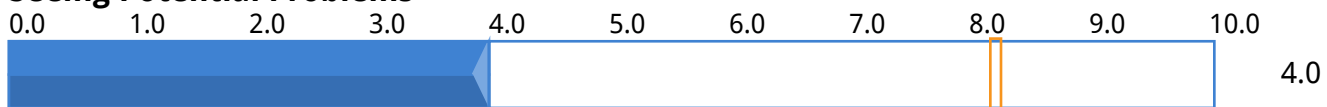
Kanti Gopal Kovvali

Category Description

Challenges conventional thinking to bring in diverse perspectives. Promotes innovation projects that results in significant impact on the organization. Eliminates fear of failure and recognizes innovation.
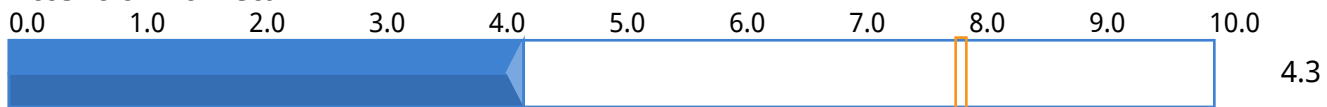
Strives to create a "dare to try" culture that encourages questioning the status quo.
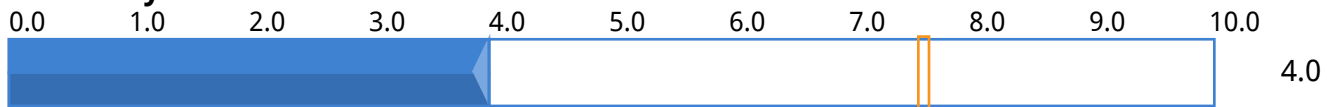
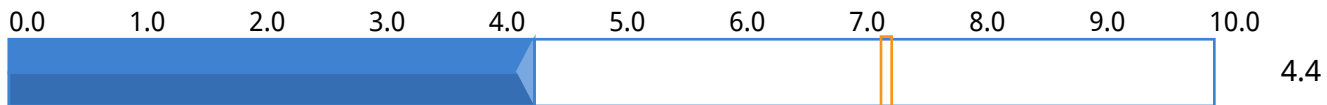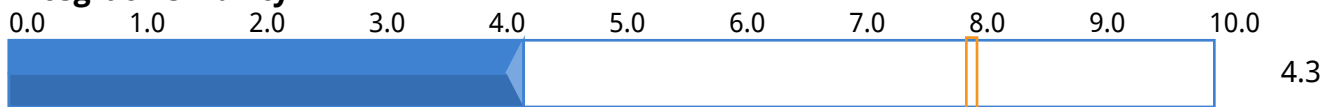## Category Component Graphs

Seeing Potential Problems

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.0

Attention To Detail

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.3

Creativity

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.0

Initiative

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.4

Integrative Ability

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.3

Persistence

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.0

Problem Solving

| 0.0 | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 |

4.0

Kanti Gopal Kovvali
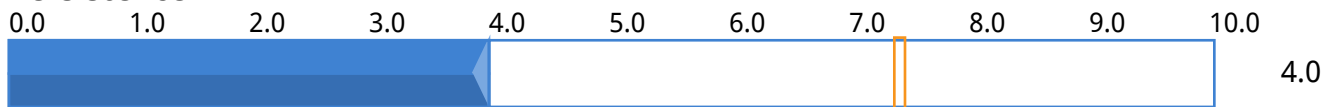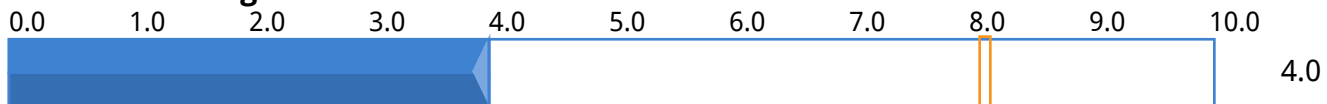
Category Component Descriptions

Seeing Potential Problems (4.0)
evaluates Kanti's ability to structure current situations in an ongoing scenario and be able to identify developments that could cause problems in the future.

Attention To Detail (4.3)
evaluates Kanti's ability to see and to pay attention to details.

Creativity (4.0)
evaluates Kanti as an innovative thinker whose views of himself and the world allow him to think outside the box.

Initiative (4.4)
evaluates Kanti's ability to direct his energy toward the completion of a goal without an external catalyst.

Integrative Ability (4.3)
evaluates Kanti's ability to identify the elements of a problem situation, to understand which components are critical, and to decide what to do.

Persistence (4.0)
evaluates Kanti's ability to stay on course in times of difficulty.

Problem Solving (4.0)
evaluates Kanti's ability to identify alternative solutions to a problem and to select the best option.
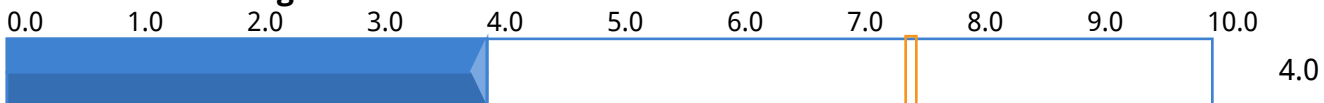
Kanti Gopal Kovvali
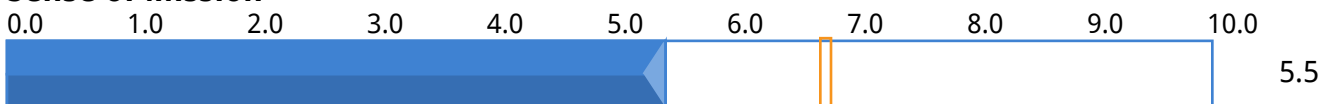
Category Description

Proactively acts on something now to create a future opportunity. Stays focused and drives results even in difficult situations. Factors big picture and uses discretion when handling matters of long-term impact on organization. Creates a shared purpose that supports the vision and upholds the organization values.
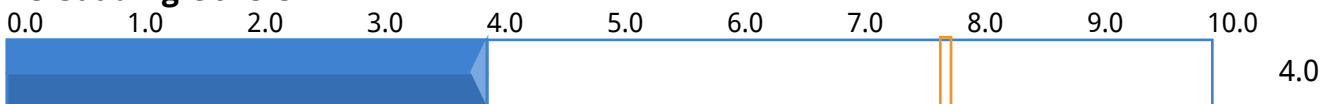
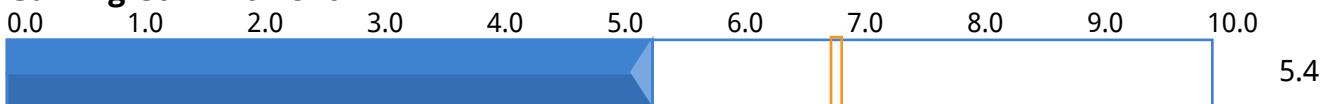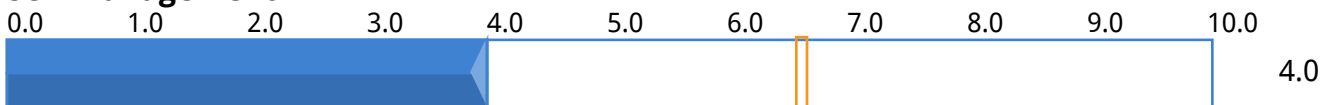## Category Component Graphs

Proactive Thinking

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Sense of Mission

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

5.5

Persuading Others

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Gaining Commitment

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

5.4

Self Management

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Personal Drive

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.4

Handling Rejection

0.0	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0

4.0

Kanti Gopal Kowali

Category Component Descriptions

Proactive Thinking (4.0)
evaluates Kanti's ability to determine the future implications of current decisions and actions.

Sense of Mission (5.5)
evaluates the importance and commitment Kanti gives to his ideals and goals.

Persuading Others (4.0)
evaluates Kanti's ability to present his viewpoint in such a way that it is accepted by others.

Gaining Commitment (5.4)
evaluates Kanti's ability to develop and invoke a self motivating attitude in his employees or coworkers in their pursuit of their goals.
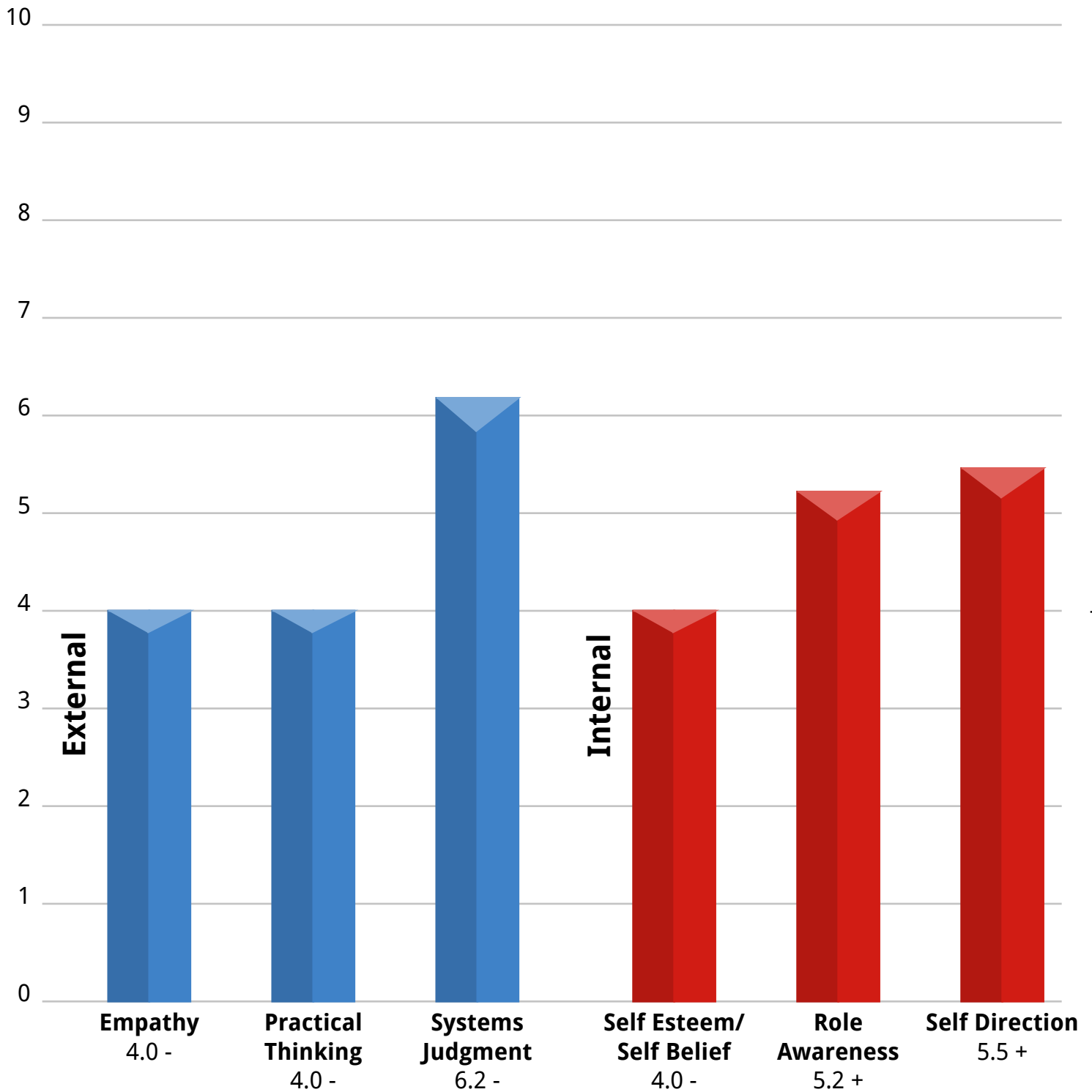
Self Management (4.0)
evaluates Kanti's ability to manage himself and develop his own abilities.

Personal Drive (4.4)
evaluates how strongly Kanti feels the need to achieve, to accomplish, or to complete his work.

Handling Rejection (4.0)
evaluates Kanti's ability to avoid taking rejection or criticism in an overly personal manner.

Kanti Gopal Kovvali

0.17 / 0.43

Kanti Gopal Kowali

External			Internal		
Empathy 4.0 -	Practical Thinking 4.0 -	Systems Judgment 6.2 -	Self Esteem/ Self Belief 4.0 -	Role Awareness 5.2 +	Self Direction 5.5 +

Conceptual Thinking (6.2)

Following Directions (6.2)

Respect For Policies (6.2)

Results Orientation (6.2)

Sense of Belonging (6.2)

Systems Judgment (6.2)

Self Direction (5.5)

Self Discipline and Sense of Duty (5.5)

Sense of Mission (5.5)

Gaining Commitment (5.4)

Meeting Standards (5.4)

Personal Commitment (5.4)

Material Possessions (5.2)

Project Scheduling (5.2)

Role Awareness (5.2)

Sense of Timing (4.6)

Initiative (4.4)

Personal Drive (4.4)

Long Range Planning (4.3)

Attention To Detail (4.3)

Integrative Ability (4.3)

Quality Orientation (4.3)

Theoretical Problem Solving (4.3)

Accountability For Others (4.0)

Attitude Toward Honesty (4.0)

Attitude Toward Others (4.0)

Balanced Decision Making (4.0)

Concrete Organization (4.0)

Consistency and Reliability (4.0)

Conveying Role Value (4.0)

Correcting Others (4.0)

Creativity (4.0)

Developing Others (4.0)

Diplomacy (4.0)

Emotional Control (4.0)

Empathetic Outlook (4.0)

Enjoyment Of The Job (4.0)

Evaluating Others (4.0)

Evaluating What Is Said (4.0)

Flexibility (4.0)

Freedom From Prejudices (4.0)

Handling Rejection (4.0)

Handling Stress (4.0)

Human Awareness (4.0)

Intuitive Decision Making (4.0)

Job Ethic (4.0)

Leading Others (4.0)

Monitoring Others (4.0)

Persistence (4.0)

Personal Accountability (4.0)

Personal Relationships (4.0)

Persuading Others (4.0)

Practical Thinking (4.0)

Proactive Thinking (4.0)

Problem Management (4.0)

Problem Solving (4.0)

Problem and Situation Analysis (4.0)

Project and Goal Focus (4.0)

Realistic Expectations (4.0)

Realistic Goal Setting For Others (4.0)

Realistic Personal Goal Setting (4.0)

Relating To Others (4.0)

Respect For Property (4.0)

Role Confidence (4.0)

Seeing Potential Problems (4.0)

Self Assessment (4.0)

Self Confidence (4.0)

Self Control (4.0)

Self Esteem (4.0)

Self Improvement (4.0)

Self Management (4.0)

Self Starting Ability (4.0)

Sensitivity To Others (4.0)

Status and Recognition (4.0)

Surrendering Control (4.0)

Understanding Attitude (4.0)

Understanding Motivational Needs (4.0)

Using Common Sense (4.0)

Kanti Gopal Kowali