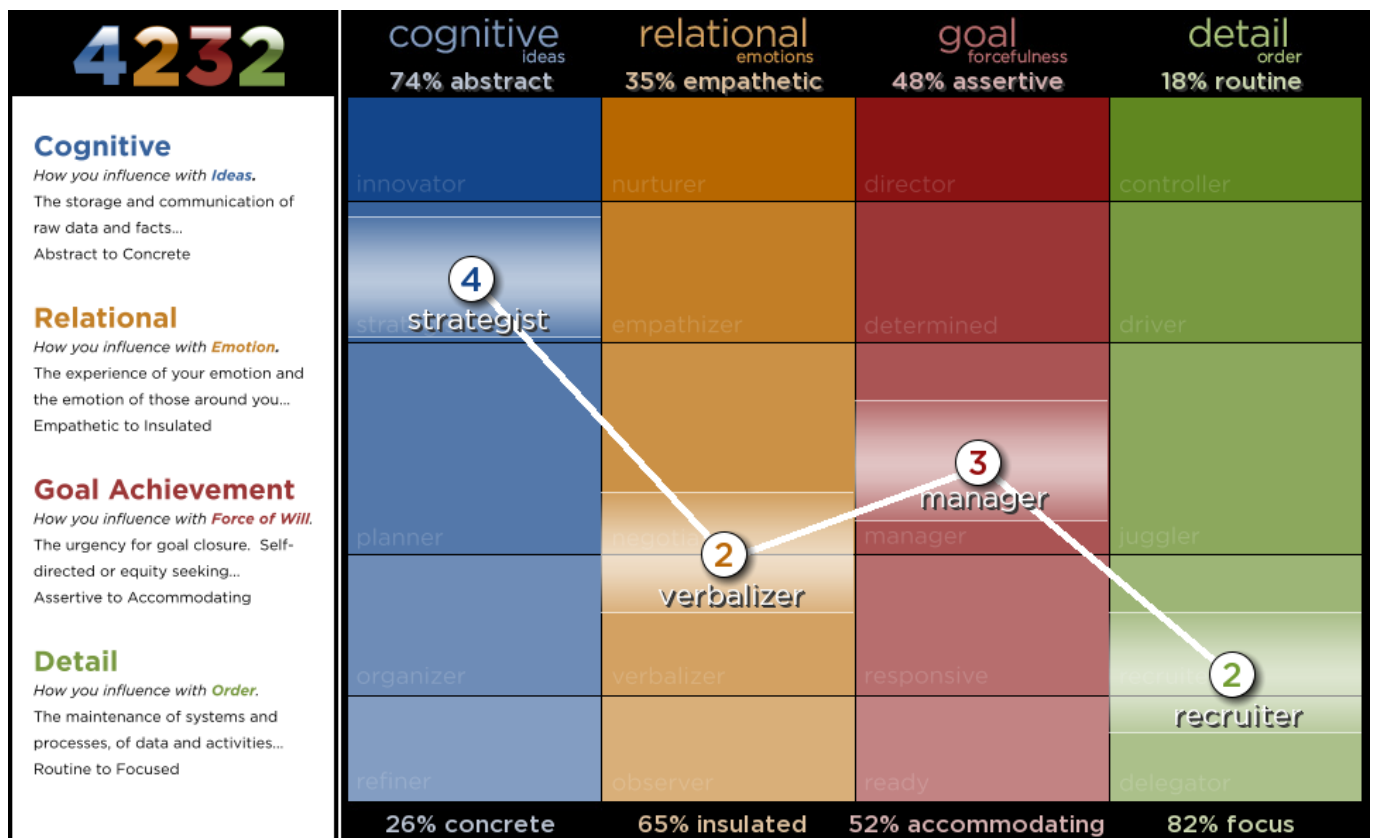


Ritesh Charkhawala: SOI Snapshot

SOI PATTERN PLOT:



Cognitive: 74%

Relational: 35%

Goal Achievement: 48%

Preference for Detail: 18%

Positive Strengths:

- creative
- broad thinking
- will work well as part of a team

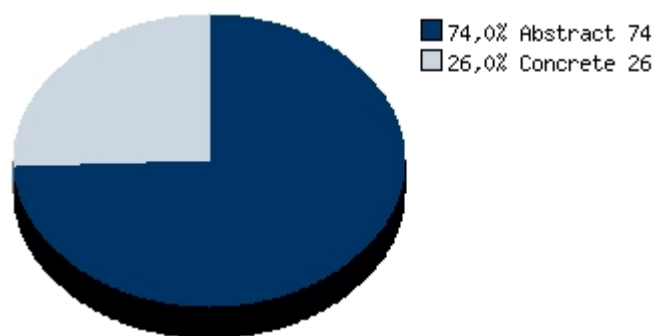
Negative Potentials:

- may be insensitive
- can sometimes generate too many ideas

Systems Designer

Systems Designers want to fit together all the pieces of a puzzle. They like to work with ideas... usually the bigger the better. Systems Designers influence others through the use of ideas. These people may, at times, see others only as road blocks to a good solution. Especially under pressure, one might find the Systems Designer referencing the adage, "Everything would be okay, if it weren't for people." Systems Designers expect appreciation at work. These people will not fight for recognition, but if their work is not appreciated, they may look to activities outside the workplace or the family where recognition for their ideas can be earned. Systems Designers will be most effective in environments that require complex problem solving and follow-through on ideas. They are not "touchy feely" people and focus on getting to the point. Systems Designers will be more effective if they learn to use affirmation and encouragement toward others in the accomplishment of a task.

What does the Cognitive Scale Measure?



This scale measures how Abstractly or Concretely one absorbs, processes, and expresses ideas. It does not measure intelligence, communication ability, or creativity. It only measures the form that ideas will most often take when being understood and expressed.

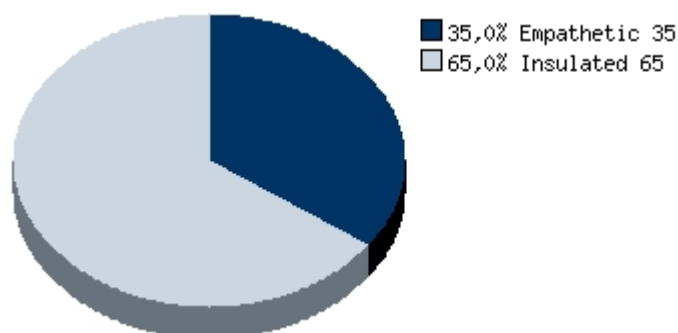
The Abstract Value is in segment five. An "abstract" person understands the importance of an idea intuitively from a principle or value-driven perspective. Because of this, they are more likely to

grasp how one idea can affect another, changing the meaning of both. This person will focus on the "Big Picture", theory, or value, being discussed before looking to solve the pragmatic issue. This person will tend to speak in abstractions and metaphors in order to inspire or motivate.

The Concrete Value is in segment one. The abstract and concrete measures are at polar ends of a scale measuring cognitive style. The "concrete" person understands the importance of an idea on a practical or pragmatic level. Therefore, they are more likely to understand the real or physical world expression of an idea and how the actions associated with that idea will impact other actions. This person will focus on the pragmatic, real-world problem before discussing the "Big Picture", theory, or value. This person will tend to speak in logical, sequential, narrative to create clarity of understanding.

Your score (**74%**) represents the mixture of these two values in your behaviors. The object is not to be at 50%, equally balanced, but to leverage the strengths and manage the potential weaknesses of your score.

What does the Relational Scale Measure?



This scale measures how Empathetic or Insulated your emotional responses and expressions are. It does not measure the sociability, compassion, nature, or volume of emotions that a person has. It only measures how much their emotions are effected by the emotions around them and how oriented they are to that input.

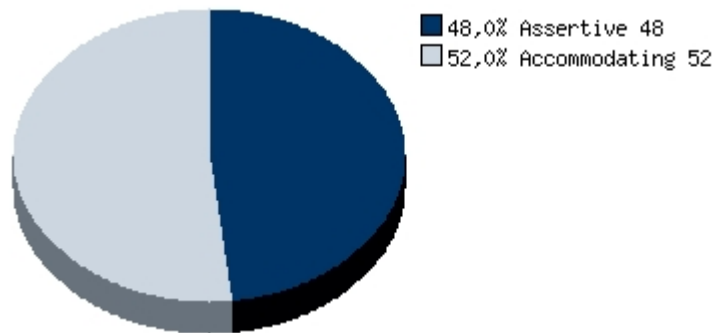
The Empathetic Value is in segment five on this scale. The high empathy person is likely to respond to others' emotional needs because they

themselves are personally impacted by the other person's emotions. The value of this personal impact on those around them is constantly measured and evaluated, creating behavior that is designed not to cause negative emotional disturbances. Emotions and emotional connections and commitments play a common role in the decision making process. Because the high scoring person deals in this "currency" they can build connections and commitments to themselves or their objectives that others cannot.

The Insulated Value is segment one. People with low relational scores may have an equal cognitive understanding of emotional impact on people, but they do not weigh emotional commitments and connections in their decisionmaking process. Lower relational people tend to see things from a position of emotional detachment; this allows them a freedom to act for the benefit of the idea, goal or process apart from how that idea will impact the people involved. They are more comfortable saying things that draw clear boundaries or might cause emotional conflict on a team. They simply are telling the truth. The truth may not be laced with grace, but it is still the truth.

Your score (**35%**) represents the mixture of these two values in your behaviors. The object is not to be at 50%, equally balanced, but to leverage the strengths and manage the potential weaknesses of your score

What does the Goal Scale Measure?



This scale measures how Assertive vs. Accommodating a person is while engaged in any activity. The scale does not measure a person's work ethic or how strong their will is, nor does it measure ability to lead; it only measures the direction of the force of the will. The person's force of will is either focused outwardly at other people and activities or inwardly at their "self," pushing themselves to engage and be involved in the activities

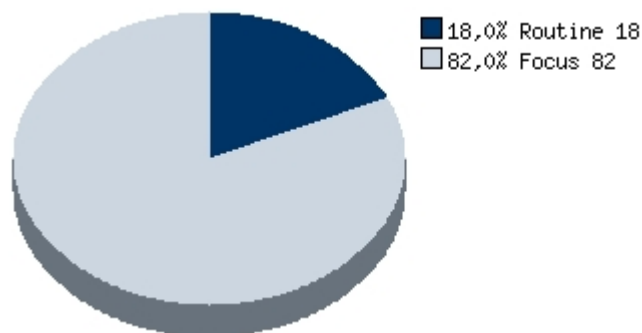
around them.

The Assertive Value is in segment five of the scale. People with segment five goal scores feel tremendous internal pressure to close on the goal. The work does not necessarily have to be complete, but it does have to show progress. Because of this, they tend to take and wield authority readily, and when authority is ambiguous, they will tend to define it, giving to themselves adequate authority to direct the people involved in order to accomplish the objective. They use their force of will to move people and activity in focused direction..

The Accommodating Value is in segment one of the scale. Your force of will pushes you to assist others with their goals. Those who score in segment one tend to look to the goals of others and therefore seem more responsive. Although they may be just as strong-willed as others, those who score in segment one tend to reserve their strongest expression of will for themselves and can be more self-determining than those who are in higher segments on this scale.

Your score (**48%**) represents the mixture of these two values in your behaviors. The object is not to be at 50%, equally balanced, but to leverage the strengths and manage the potential weaknesses of your score

What does the Detail Scale Measure?



This scale measures how Routine or Focus oriented a person is in the creation of detail and order. It does not measure how much detail the person can create or how organized they are or how trustworthy they are. It only measures the method by which they create detailed work.

If you score in segment five, the Routine Value, you tend to create detail through a moment by moment control of the task process. This means you are more routine in the production of details. A "routine" person

tends to believe that things left unattended tend to devolve or move toward disorder to the point of dysfunction. Therefore, to keep things functioning means the person must use their time and energy to create constant or continual routines of maintenance. Because they tend to dislike the sense of "needless loss" or "un-usability through neglect", they are more likely to keep all items in a very high state of order and readiness.

The Focus Value is at the other end of the scale. This means you are more "focus" oriented in the creation and maintenance of order and detail than routine-oriented. The focus oriented person believes that the pursuit of perfect readiness and orderliness is a frivolous, impossible, or pointless pursuit. They value freedom and spontaneous creativity and they focus to produce order and detail or they find others to create it. Therefore, they are more likely to enjoy roles that allow for change, chaos, and the unexpected. When they focus on the details of work that no one else can accomplish but them, they tend to work "in the zone" and will dislike interruptions to their focused effort

Your score (**18%**) represents the mixture of these two values in your behaviors. The object is not to be at 50%, equally balanced, but to leverage the strengths and manage the potential weaknesses of your score.