

GHSTA Executives Indicators Report

Businessmen and Executives Edition

TWINDIX

E X E C U T I V E S

Introduction

A deep understanding of the personality traits of business leaders and executives is essential in today's dynamic business landscape. This assessment offers a unique opportunity to develop that understanding through a practical, evidence-based framework. The report focuses on four core indicators, each supported by a set of sub-indicators, allowing you to explore your personal style and leadership approach within a real-world business context.

This section provides an applied analysis of the key dimensions of institutional leadership among executives, measured through three primary domains: Organizational Skills, Organizational Perspectives, and Organizational Behaviors. It specifically highlights the four main indicators within each domain, along with their corresponding subcomponents, which include:

Natural indicators:

Responsive

Focus

Intuitive

Draining

GHSTA Indicators:

Planner

Comprehensive

Scientific

Auditor

General Description

In all aspects – skills, perspective, and behavior – you lean toward responsiveness in managing your organization. You heavily rely on your past experience and previous decisions in making managerial choices, without relying on long-term strategic planning. Your efforts are primarily focused on achieving immediate profits and seizing short-term opportunities, which can lead to overlooking the importance of building a strong operational infrastructure and developing effective future strategies. This approach increases the risks of unexpected crises and reduces the organization's ability to predict market changes and adapt to them. It is essential to adopt a more balanced approach that includes strategic planning and a focus on a future vision to ensure the long-term sustainability and success of the organization.

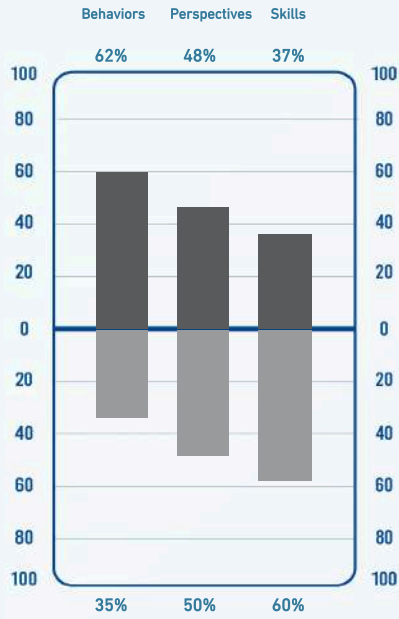
You have a perspective that aligns with seeing the big picture of the organization and focusing on overall matters. Additionally, there are activities in the organization that support this broad perspective, such as human resource development strategies and strengthening loyalty. However, your skills tend to focus on technical issues and achieving maximum efficiency in sensitive departments. This gap between your skills and perspective requires you to balance your individual abilities with the organization's broad goals, aiming to strike a balance between long-term vision and focusing on profits.

You believe in the importance of relying on research, studies, and technology to develop and manage the organization. There are activities within the organization that support this perspective, such as investments in innovation and the development of technological infrastructure. However, your skills and preparations tend to rely more on your personal experience and trial-and-error approach in making decisions. This may reduce the benefits from available data and advanced analyses, thus limiting the effectiveness of your strategies and decisions in facing new challenges and innovative opportunities.

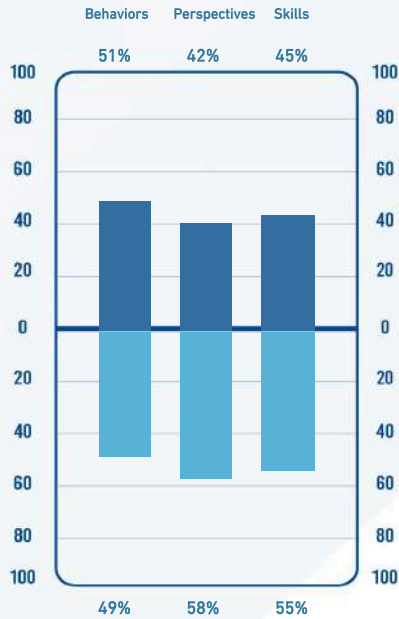
You have skills in applying advanced reporting systems and making the most of resources. However, your perspective and behaviors tend to focus on achieving financial goals at any cost, even if it requires exhausting resources. You rely heavily on general internal reports and avoid in-depth evaluations, which may lead to decisions lacking complete information. This approach could expose the organization to risks due to a lack of precise and comprehensive performance and resource analysis.

Overall Indicators

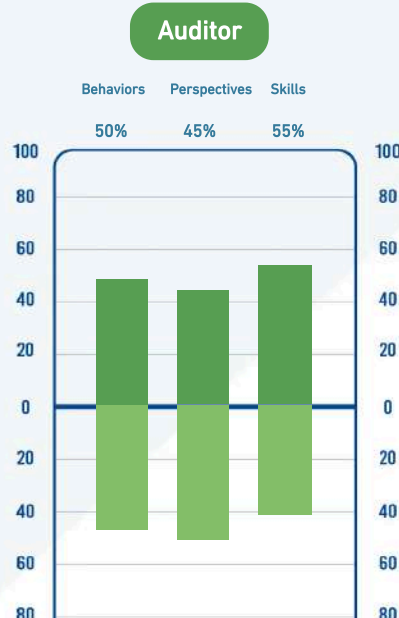
Comprehensive



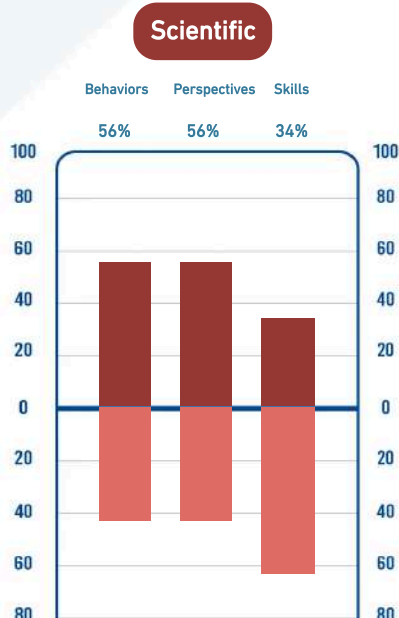
Planner



Focus



Responsive



Auditor



Scientific

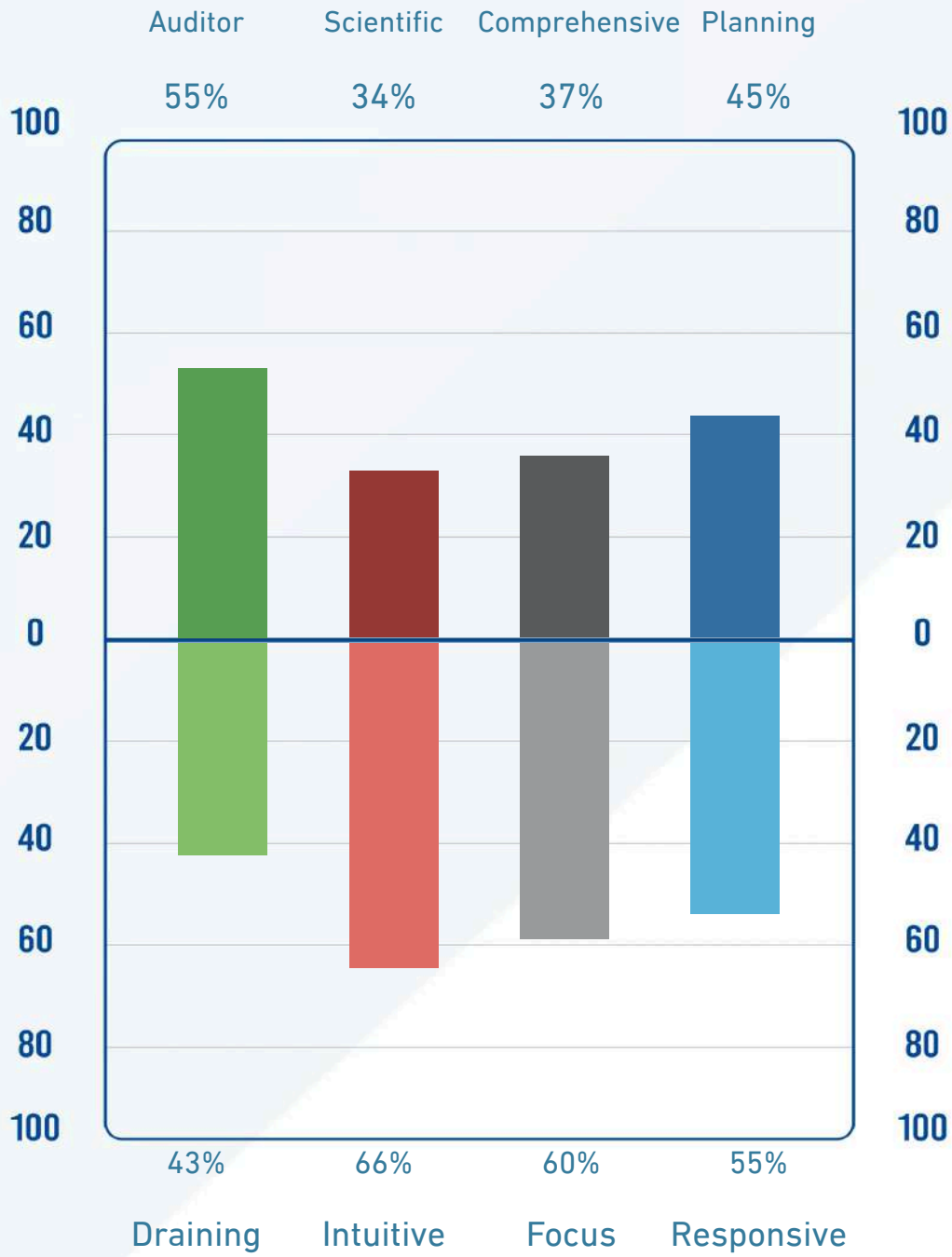


Draining

Intuitive

**Managerial Skills
Report**

Overall Managerial Skills Indicators



Key Managerial skills (Planner - Responsive)

You have multiple Managerial skills – planner or responsive, which can be either innate or acquired, and here are the key ones:

You may only focus your energy and effort on projects that generate significant profits; achieving large gains might be your main motivation for ensuring your organization's success

You have the ability to develop tactical strategies that achieve your organization's vision

You have the necessary skills to create an execution plan for your organization that can guide all operational processes

You have the flexibility to adapt to market changes around you, adjusting your organization's way of working in line with evolving competition and changing customer behaviors

You have the ability to retain competent individuals in your organization to guide operational processes within departments, ensuring sustained productivity

You have a natural sense for potential risks that could limit your organization's growth or long-term success, which is one of the key factors that helps you avoid many challenges others face while managing their organizations

You are willing to gradually provide operational requirements within the organization when necessary and when the need arises

Achieving significant successes and extraordinary accomplishments within the organization may be your current focus, and once this goal is achieved, you may shift attention to some strategic administrative practices that are not on your current priority list

Random expansion in the organization's activities without clear and defined goals is not a trait that can be used to describe you, as you can plan for the expansion of your organization's operations in a systematic and organized manner, ensuring that it does not get involved in unrelated or irrelevant activities that do not serve its strategic interests

key Managerial skills (Planner -Responsive)

Planner Skills

1	Vision-Driven	1
2	Market prediction	2
3	Model-based operation	3
4	Building an integrated operational infrastructure	4
5	Building the organization to last	5
6	Strategizing for the organization	6
7	Executive planning	7
8	Risk planning	8
9	Expansion planning	9
1	Profit-Driven	1
2	Adapting to the market	2
3	Expert-based operations	3
4	Supplying necessary operational resources	4
5	Building the organization to thrive	5
6	Operating the organization	6
7	Managers dependency	7
8	Immediate risk management	8
9	Opportunities hunting	9

Responsive skills

key Managerial skills (Comprehensive - Focus)

You have multiple organizational skills—comprehensive or focus—that may be innate or acquired, and here are the most prominent of them:

You can see the big picture of your organization, recognizing its branches, complexities, and the interconnections between its departments. This talent gives you a comprehensive view of your organization's situation, including its departments, people, operational processes, plans, and objectives, which enables you to plan effectively and evaluate its performance objectively.

You may believe that achieving your organization's goals can only be realized by maximizing its technical efficiency to reach its financial targets.

You may often prefer not to get involved in the fine details of non-sensitive departments and settle for knowing only the basic information about them.

You always aim to achieve the highest possible performance by forming a comprehensive team structure that meets all the needs of your organization's departments.


You may not like to rush and build a comprehensive business structure within your organization, as you may feel it's not necessary at this moment.

You feel that you have a lot to offer your organization, so you give significant attention and focus to internal operations, which might prevent you from regularly monitoring external developments.

You have a desire to be fair to yourself, your partners, clients, and all stakeholders in your organization.

you may during focusing heavily on developing your organization, you might prioritize developing the sensitive departments and overlook some departments that you don't consider as critical.

You may believe that individuals are more likely to work for successful organizations with a great reputation, so your focus may be more on improving their efficiency rather than offering the benefits and rewards that most individuals prefer.



Key Managerial skills (comprehensive - focus)

Comprehensive skills

1	Balanced management	1
2	Deep understanding of all operational details	2
3	Establishing strategic and operational support departments	3
4	Internal and external focus	4
5	Comprehensive Organizational development	5
6	Understanding the Organization's Big Picture	6
7	Establishing an integrated human framework	7
8	Balancing stakeholder interests	8
9	Strengthening workforce loyalty	9
1	Focused management	1
2	Broad understanding of operational details	2
3	Agile organizational framework	3
4	Internal focus	4
5	Developing sensitive departments	5
6	Technical Focus	6
7	Making the most of individual contributions	7
8	Focus on profits	8
9	Attracting top-performing individuals	9

Focus skills

Key Managerial skills (scientific - Intuitive)

You have various organizational skills, whether scientific or Intuitive, which may be innate or acquired, and here are the most notable ones:

You may have a strong desire to reach the highest levels of professional competence in many technical areas, so you try to focus on contributing to many of the operational aspects within your organization

You are fact-driven; you may not have much trust in others' opinions, no matter their competence, unless there is concrete evidence that supports and validates them

You may lack patience for inefficiency; you have a desire to work with highly competent individuals all the time, which may drive you to focus on hiring skilled people without the need to train them

You likely have a history of past successes, and you may feel that you have enough experience to perform your current role to the fullest

You usually pay attention to gathering data and information that accumulate within the organization's departments, and you may want to store and archive them for reference when making decisions related to them

You may lack trust in those around you and find it difficult for someone else with the necessary professional competence to take your place and perform the same role you do within your organization, which may make it hard for you to prepare a future generation to succeed you

You may be very firm when it comes to deviations from the business model you follow within your organization, and this may stem from your commitment to achieving the best results all the time

You are very curious, enjoy learning continuously, and wish to develop your managerial skills and abilities in a way that qualifies you to contribute even more to your organization for better results

You may not feel fully prepared at this stage to try new things that could be beneficial and help improve your personal efficiency and the efficiency of your organization

Key Managerial skills(Scientific skills-Intuitive skills)

Scientific skills

1	Utilizing external advisors	1
2	Investing in training and development	2
3	Utilizing global best practices	3
4	Autopilot approach	4
5	Encouraging innovation	5
6	Embracing digital transformation	6
7	Research-driven management	7
8	Data-driven decision-making	8
9	Ongoing personal development	9
1	Technical excellence	1
2	Investing in selection and recruitment	2
3	Experience-driven management	3
4	Hands-on Approach	4
5	Hierarchical control structure	5
6	Sticking to proven methods	6
7	Experimental management	7
8	Top-down decision-making	8
9	Static skill dependency	9

Intuitive skills

key Managerial skills ((Auditor - Draining))

You have various organizational skills - Auditory or Draining, which may be innate or acquired, and these are some of the most prominent ones

You love to achieve the optimal return on your investments, and this is clearly shown in your focus on maximizing the benefit from expenses and resource consumption within the organization

Your desire for large profits does not necessarily make you overlook the importance of focusing on reducing expenses and cutting down operational costs in the departments

You may have an excessive sense of responsibility that drives you to directly monitor your team members rather than relying on the automatic reports generated by digital work systems

You have a strong will to support individuals responsible for internal audits to ensure the ongoing efficiency of operational processes within the organization

Summary reports on the organization's performance may be more than enough for you, and you might make important decisions based on a limited amount of key information

You have the expertise to balance achieving the required targets of activities and initiatives within the organization while ensuring they are accomplished at the best possible cost, which leads to minimizing the waste of financial, technical, and other resources

You might easily understand what motivates individuals and use that knowledge to inspire them to perform at their best

You may have managerial intuition that helps you identify weaknesses in your organization through the internal reports generated by its departments, without needing external auditors However, this might expose you to the risk of not seeing the full picture of the organization due to being immersed in operational details

You have enough experience to avoid rushing to judge the competence of individuals based solely on achieving goals Instead, you consider their skills and talents

Key Managerial Skills (Auditor - Draining)

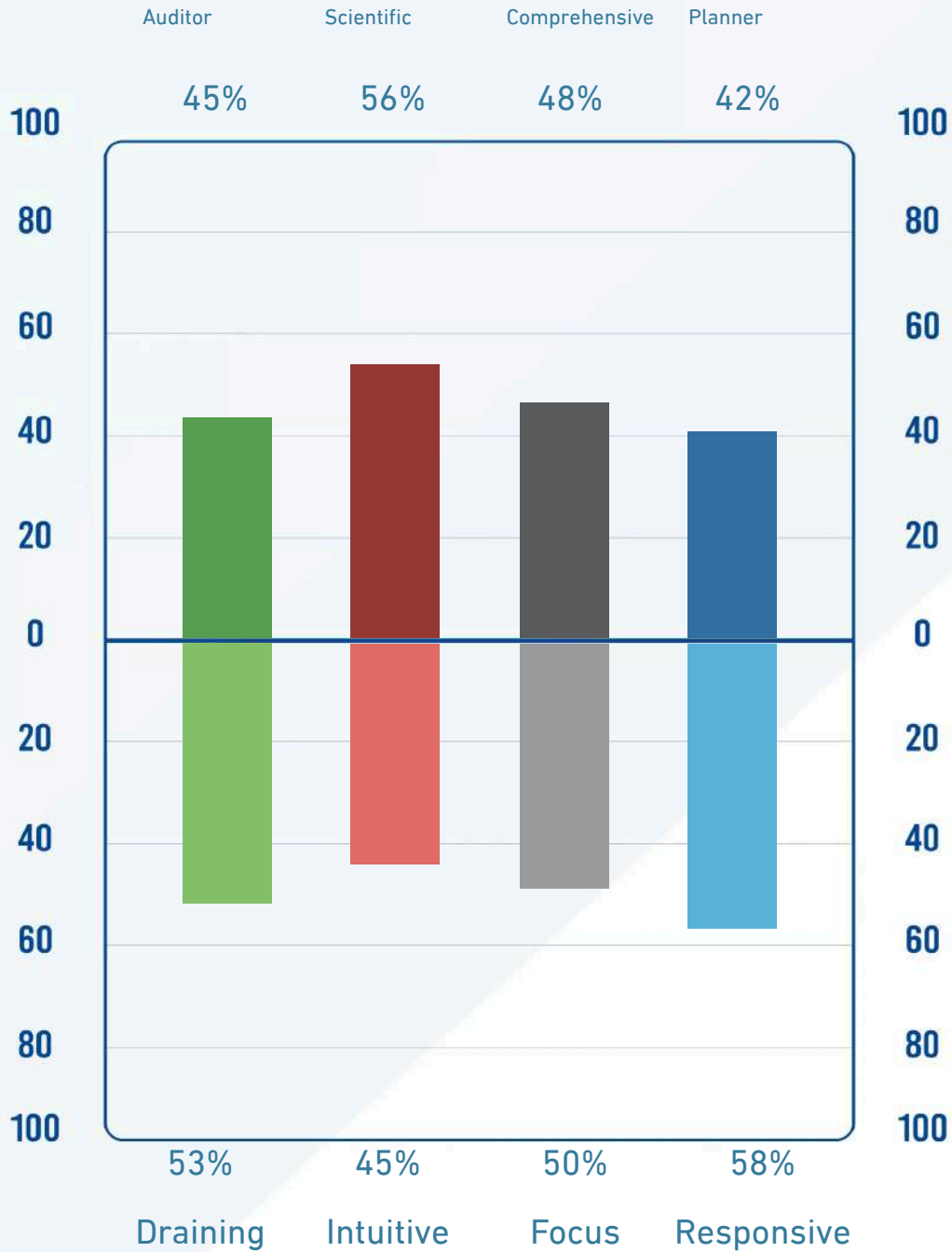
(Auditor Skills)

1	Building performance tracking infrastructure	1
2	Deploying intelligent performance dashboards	2
3	Systematic Accountability and Rewards-Based Motivation	3
4	Internal and external audit & evaluation	4
5	Optimal resource utilization	5
6	Balancing between maximizing revenue and reducing costs	6
7	Empowering internal audit	7
8	Optimal use of activities and initiatives	8
9	Comprehensive management & evaluation of individuals	9
1	Hands-On Monitoring of Individuals	1
2	Relying on overall reports	2
3	Inspiration and leadership techniques-based motivation	3
4	Internal regular reporting	4
5	Harnessing all possible resources	5
6	Prioritizing Revenue Growth	6
7	Sensitivity to time and effort	7
8	Achieving goals at any cost	8
9	Evaluating individuals based on goal achievement criteria	9

(Draining Skills)

Organizational perspective report

Overall Managerial Beliefs Indicators



(Managerial perspective)

Key Managerial beliefs that may affect the performance of the organization (Planner - responsive)

You have multiple organizational beliefs (planning, responsive) that may be influenced by your personality traits or acquired through your professional experiences The most prominent of these are:

You may believe that having a vision for the organization is just a formality and one of the ideals of work, and that an organization's success stems from its ability to achieve financial goals. You may believe that the term "strategy" means the entire organization, with all its departments, working toward a single goal: maximizing revenue and increasing profits, and nothing more. You believe it is essential to work according to a detailed operational plan that helps your organization's departments know their operational goals, organize their technical activities, and define their annual budgets to ensure the achievement of all required executive goals. You may tend to believe that unexpected shifts in markets and continuously changing customer expectations cannot wait, and thus, you see it as essential to continuously monitor these shifts in order to prepare well to deal with them effectively. You may think that business models are not as important as the efficiency of the individuals managing the organization, so you believe in the necessity of keeping highly competent individuals, as you rely entirely on them to achieve the organization's goals. You may believe that it is not necessary for the organization to always be on high alert for the risks it might face, possibly because you think they can be handled effectively without wasting organizational resources on preemptive planning to avoid them. You may see the budgets spent on providing integrated work systems within the organization not as excessive expenses, but as essential for achieving goals. You may think that it is unwise to plan for the future before addressing the present, so you might be more focused on your current situation, writing your success stories first, and later thinking about who can take over leading the organization. You might think it is unnecessary to spend time, effort, and money studying market opportunities, as you believe that opportunities are constantly appearing and that you only need to be prepared to seize them.

Managerial Perspectives Evaluation (Planner - Responsive)

Responsive Perspective

Planner Perspective

more Important	Running the Organization for Optimal Profitability	Leading the Organization with a Clear Vision for Its Future	Important
more Important	Directing the organization's activities to achieve its profitability goals	Managing the Organization Through Structured Strategies That Fulfill Its Vision	Important
Important	Relying on the experience of managers in running the organization	Managing the Organization Based on an Executive Plan for Departmental Operations	more Important
Important	Adapting to Market Changes and Competitive Dynamics	Continuously Studying and Monitoring Future Market and Customer Trends	more Important
more Important	Relying on the Competencies of Individuals to Manage Operational Processes	Managing the Organization Based on Business Models That Ensure Operational Stability	Important
more Important	Immediate Response to Organizational Risks Upon Occurrence	Developing Risk Management Plans and Response Protocols for Potential Organizational Threats	Important
Important	Supplying Operational Resources On-Demand to Support Cost Optimization	Providing a Cohesive Operational Framework to Support the Organization's Strategic Objectives	more Important
more Important	Enhancing Organizational Assets and Strengths to Drive Broader Market Reach and Expansion	Developing Succession Plans Across Departments to Support Long-Term Growth and Continuity	Important
more Important	Seizing Market Opportunities as They Arise from Time to Time	Developing Expansion Plans Across Current and New Industry Sectors	Important

Key Managerial beliefs that may affect the organization's performance (Comprehensive - Focus)

You have multiple organizational beliefs (comprehensive, focused) that may be influenced by your personality traits or acquired through your professional experiences The most prominent of these are:

Your knowledge of your responsibility to push the organization towards success requires you to believe in the importance of viewing it from all angles and understanding its full scope. You may believe that the real success of your organization primarily depends on excelling in providing the best products and services only. Therefore, you may pay great attention to departments focused on creating and delivering real added value to your customers. This may lead you to place departments or areas that seem less critical, from your perspective, at the bottom of your priorities when managing the organization. You may be less interested in knowing the details of what happens inside some departments of the organization that you don't consider critical. You might believe that if there is no reason to know the details, you won't make an effort to look for them. You might think it's unwise not to provide all the necessary tools before aiming for exceptional results. Therefore, you understand that it's not wasteful to provide a complete team to achieve the desired outcomes. You recognize the importance of having a comprehensive organizational structure that includes all relevant departments, sections, and specialties to enhance the operational efficiency of the organization. You might believe that the only path to an organization's growth is by achieving the highest possible revenue. This could make you more inclined to focus solely on what supports this goal, which may push you to overlook many factors that could significantly impact the organization in the short or long term. You understand the importance of giving everyone involved their rights fairly, knowing that this creates satisfaction towards the organization and contributes to its internal stability. You may think it's unnecessary to enhance the efficiency of the supporting departments within the organization, as you believe that their acceptable level of productivity is more than enough. However, you might overlook the significant improvement the organization could unexpectedly achieve by developing one of the departments you consider less impactful. You strongly believe in the importance of internal activities that encourage employees' loyalty to the organization, not as a luxury, but as one of the key pillars for the stability and sustainability of the organization.

Managerial Perspectives Evaluation (Comprehensive - Focus)

Technical excellence

Comprehensive Perspective

Important	Prioritizing Departments with Strategic Impact	Maintaining a Broad Organizational Perspective	more Important
more Important	Monitoring the organization's overall performance indicators	Overseeing all departments with balanced and coordinated management	Important
more Important	Relying solely on monitoring the organization's general performance indicators	In-depth understanding of operational details across all departments	Important
Important	Maximizing the utilization of individuals to optimize costs	A Well-Structured Workforce in Place to Sustain Operational Efficiency	more Important
Important	Maintaining a Lean Organizational Structure	Building Internal Support Units to Strengthen the Organization	more Important
more Important	Prioritizing Financially Driven Activities Aligned with the Organization's Goals	Monitoring Key Internal and External Influences on the Organization's Effectiveness	Important
Important	Running the Organization with a Focus on Profit Optimization	Ensuring Equitable Consideration of All Key Parties: the Organization, Shareholders, Employees, Customers, and Stakeholders	more Important
more Important	Concentrating Organizational Development on the Most Vulnerable or Strategic Departments	Upgrading Organizational Capabilities Across All Departments to Drive Planned Expansion	Important
Important	Building a Strong Employer Brand to Attract a Skilled Workforce	Developing an Employee Loyalty Structure to Attract and Sustain the Workforce	more Important

Key Managerial beliefs that may affect the organization's performance (scientific - intuitive)

You have multiple organizational beliefs (scientific, Intuitive) that may be influenced by your personality traits or acquired through your professional experiences The most prominent of these are:

You have great confidence in your experience and managerial abilities, and this confidence may be the reason you believe you can rely entirely on yourself and your organization's internal resources without the need for external consultants and experts You are fully convinced that the organization's strategic or operational decisions must be preceded by systematic research and studies to increase certainty before implementing those decisions, in order to avoid wasting resources and saving time and effort You may think that your organization doesn't have the luxury of spending on training and developing its employees, so you might believe it's necessary to hire competent individuals who don't need improvement However, you might overlook the fact that no matter how skilled and experienced individuals are, they always need learning and development because markets evolve at a rapid pace You may tend to believe that the business world is changing and evolving rapidly, requiring you to stay constantly updated on the latest and best management practices adopted by successful organizations around you You may be more inclined to fully rely on the organization's managers to run the operations within the departments and divisions This could be due to your lack of confidence in your ability to find ways to gather that information about the organization to help you make better decisions You are certain that you will eventually hand over the leadership of the organization to someone else, so you are more inclined to believe in the importance of having a successor with the same level of competence to take over managing the organization in the future You believe that good ideas can come from anyone within the organization, so you may be inclined to create space for innovation and changes in the way the organization operates This gives individuals the confidence to try new things, which could have positive impacts on the organization You may believe that successful people are born with innate abilities and success skills in their genes Therefore, you might be less inclined to think that one must continuously put in great effort to acquire new knowledge and experiences You are well aware of the role of technology in the business world and its contribution to improving the efficiency of organizations You believe it is essential for your organization to have the ability to use available technological tools to enhance its performance

Managerial Perspective Evaluation (Scientific - Intuitive)

Intuitive Perspective

Scientific Perspective

more Important	Advancing Individual Effectiveness and Functional Expertise to Operate the Entire Organization	Engaging External Consultants and Experts to Provide Strategic and Operational Support	Important
Important	Management by trial and error	Decision-making based on research and studies	more Important
more Important	Onboarding High-Caliber Candidates Who Require No Training or Support	Empowering and Training Staff to Drive Ongoing Improvements in Efficiency and Performance	Important
Important	Running the organization using accumulated experience	Pursuing the Most Recent Advances in Management Theory and Applying Them in Strategic and Operational Contexts	more Important
more Important	Utilizing the Experience of Managers to Run Departments and Support Decision-Making	Driving the Organization Toward Data-Driven Departmental Operations	Important
Important	Maintaining Strong Command and Managerial Control	Leading the Organization Based on Corporate Governance Principles	more Important
Important	Enforcing Operational Rigor by Ensuring Full Compliance with Strict Policies	Balancing Strict Discipline with a Strong Commitment to Innovation and Creative Culture	more Important
more Important	Blending Intuition and Experience to Drive Effective Organizational Management	Commitment to Self-Improvement and Seeking New Knowledge and Insights	Important
Important	Maintaining the Use of Reliable Tools and Resources That Deliver Guaranteed Outcomes	Driving the Adoption of Emerging Technologies to Improve Organizational Performance	more Important

Key Managerial Beliefs That May Affect Organizational Performance (Auditor - Draining):

You have multiple organizational beliefs (auditor, draining) that may be influenced by your personality traits or acquired through your professional experiences The most prominent of these are:

You believe that achieving the goal is the goal itself, and this belief may drive you to allocate all the organization's resources and capabilities to achieve its objectives without paying attention to effectively managing resource consumption You may not think you're able to reduce the company's costs or you may not want to do so for several reasons This could make you more inclined to focus on maximizing the company's revenue to offset those costs rather than trying to minimize its financial burdens as much as possible You may believe that no effort should be spared when it comes to building a strong infrastructure for the organization that supports precise and real-time monitoring of individuals without the need for direct supervision that consumes time and effort You may think that putting a lot of effort and time into strict auditing and regularly reviewing individuals' tasks is an ideal management practice, while in reality, it is just as important as motivating teams to work at their full potential to achieve their objectives You may think that the overall reports generated by the organization's departments contain enough information to make the necessary decisions for managing various operational processes, and that there is no need to gather deeper data because you believe it wouldn't add much value You are likely more inclined to maximize the benefits from the costs the organization spends, so you believe it is essential to drive the organization to regularly ensure that all its expenditures provide equivalent value in return You know well that individuals are naturally undisciplined, so you may believe that a strict system in managing people is the most effective way to drive them to work better You may not see an urgent need for external evaluation and review of your organization at its current state You might believe that the organization is capable of assessing its own performance sufficiently to improve efficiency You could be more inclined to rely on the internal assessments issued by the organization's departments You believe that everyone is born with talent and has their own unique skills You may not be inclined to rush into judgments about their capabilities You might prefer to guide them towards work in departments or divisions that better align with their skill sets

Managerial perspectives Evaluation (Auditor - Draining)

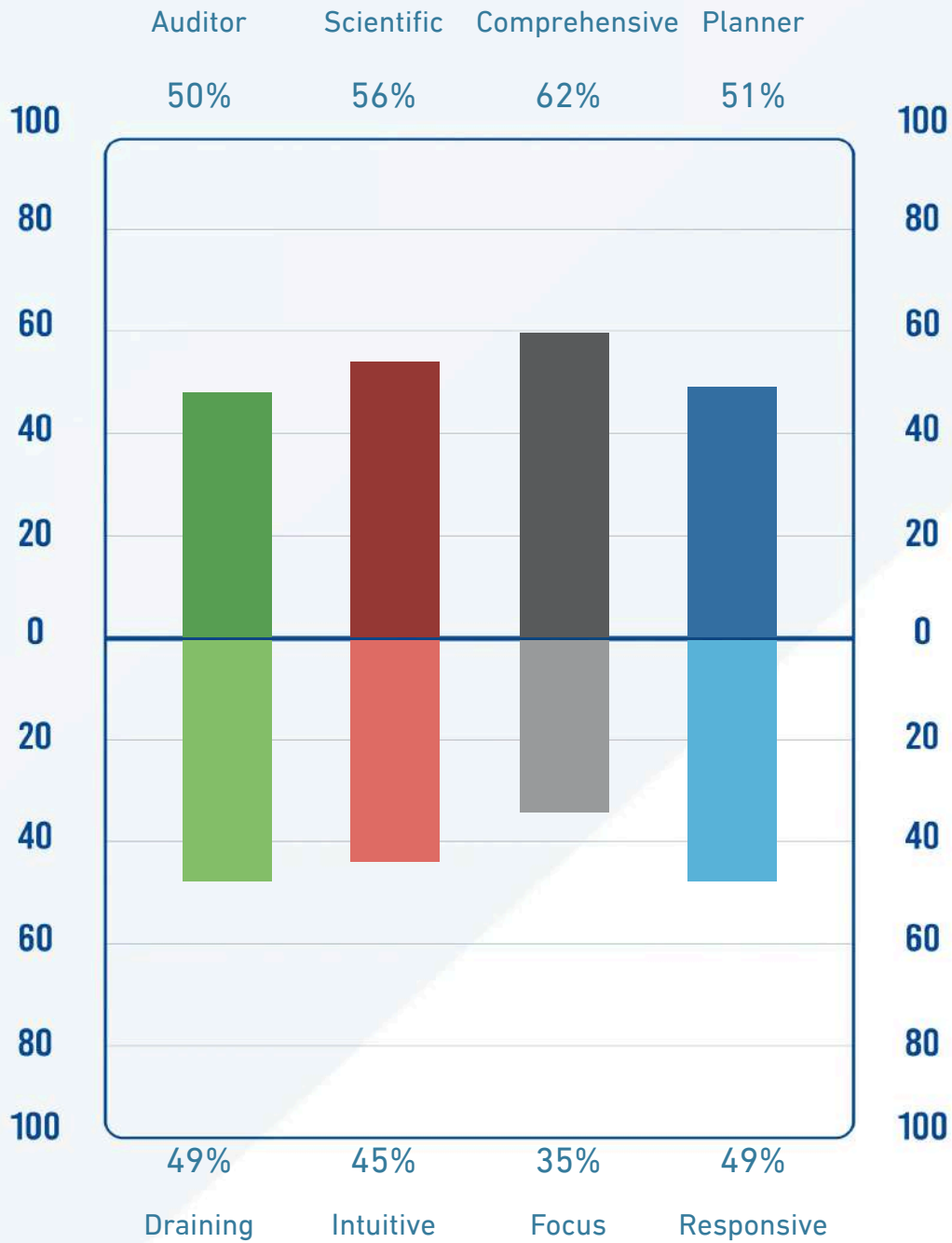
Draining perspective

Auditor perspective

more Important	Harnessing all possible resources to Fulfill Organizational Goals	Ensuring Efficient Resource Management in Day-to-Day Operations	Important
more Important	Prioritizing Revenue Growth	Managing the Balance Between Maximizing Income and Minimizing Costs	Important
Important	Close Supervision and Hands-On Monitoring of Individual Performances	Establishing an Integrated Infrastructure for Effectively Monitoring and Measuring Organizational Performance	more Important
more Important	Driving Team Members to Prioritize Time and Stay Focused on Individual Responsibilities	Strengthening the Role and Authority of Internal Audit	Important
more Important	Leaning on Summary Reports to Optimize the Use of Team Efforts Across Departments	Deploying Advanced Reporting Tools Across Departments to Strengthen Monitoring and Drive Better Technical Decisions	Important
Important	Achieving Maximum Performance at Any Cost	Ensuring Maximum Efficiency in the Organization's Operating Costs	more Important
Important	Maintaining Staff, Safeguarding Their Morale, and Maximizing Their Usable Capabilities	Applying a Performance Management System Based on Strict Accountability and Rewards	more Important
more Important	Focusing Mainly on Bottom-Line Evaluations of Organisational Performance	Engaging Independent External Auditors and Assessment Firms	Important
Important	Evaluating Employee Performance Strictly by their Success in Meeting Goals and Fulfilling Responsibilities	Managing Individuals with Care—Providing Tools, Support, and Guidance Before Judging Performance	more Important

Organizational behavior report

Overall Managerial Behavior Indicators



(Organizational behavior)

Managerial behavior Evaluation (Planner - Responsive)

In-Active

Leading the Organization with a Clear Vision for Its Future

Active

In-Active

Managing the Organization Through Structured Strategies That Fulfill Its Vision

Active

In-Active

Managing the Organization Based on an Executive Plan for Departmental Operations

Active

In-Active

Continuously Studying and Monitoring Future Market and Customer Trends

Active

In-Active

Managing the Organization Based on Business Models That Ensure Operational Stability

Active

In-Active

Developing Risk Management Plans and Response Protocols for Potential Organizational Threats

Active

In-Active

Providing a Cohesive Operational Framework to Support the Organization's Strategic Objectives

Active

In-Active

Developing Succession Plans Across Departments to Support Long-Term Growth and Continuity

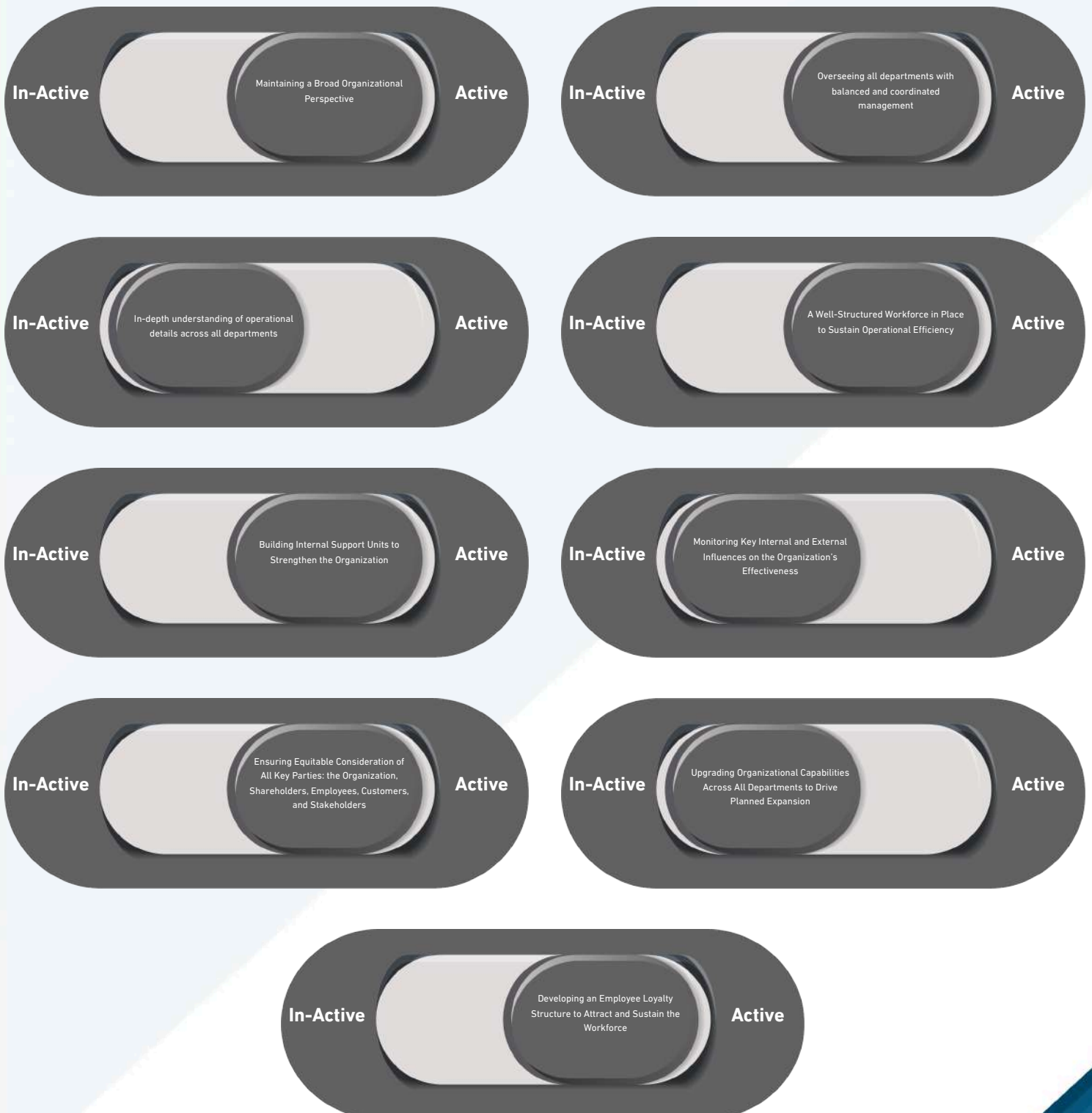
Active

In-Active

Developing Expansion Plans Across Current and New Industry Sectors

Active

Managerial behavior Evaluation (Comprehensive - Focus)



Managerial behavior Evaluation (Scientific - Intuitive)

In-Active

Engaging External Consultants and Experts to Provide Strategic and Operational Support

Active

In-Active

Decision-making based on research and studies

Active

In-Active

Empowering and Training Staff to Drive Ongoing Improvements in Efficiency and Performance

Active

In-Active

Pursuing the Most Recent Advances in Management Theory and Applying Them in Strategic and Operational Contexts

Active

In-Active

Driving the Organization Toward Data-Driven Departmental Operations

Active

In-Active

Leading the Organization Based on Corporate Governance Principles

Active

In-Active

Balancing Strict Discipline with a Strong Commitment to Innovation and Creative Culture

Active

In-Active

Commitment to Self-Improvement and Seeking New Knowledge and Insights

Active

In-Active

Driving the Adoption of Emerging Technologies to Improve Organizational Performance

Active

Managerial behavior Evaluation (Scientific - Intuitive)

In-Active

Ensuring Efficient Resource Management
in Day-to-Day Operations

Active

In-Active

Managing the Balance Between
Maximizing Income and Minimizing Costs

Active

In-Active

Establishing an Integrated
Infrastructure for Effectively
Monitoring and Measuring
Organizational Performance

Active

In-Active

Strengthening the Role and Authority
of Internal Audit

Active

In-Active

Deploying Advanced Reporting Tools
Across Departments to Strengthen
Monitoring and Drive Better Technical
Decisions

Active

In-Active

Ensuring Maximum Efficiency in the
Organization's Operating Costs

Active

In-Active

Applying a Performance Management
System Based on Strict Accountability
and Rewards

Active

In-Active

Engaging Independent External
Auditors and Assessment Firms

Active

In-Active

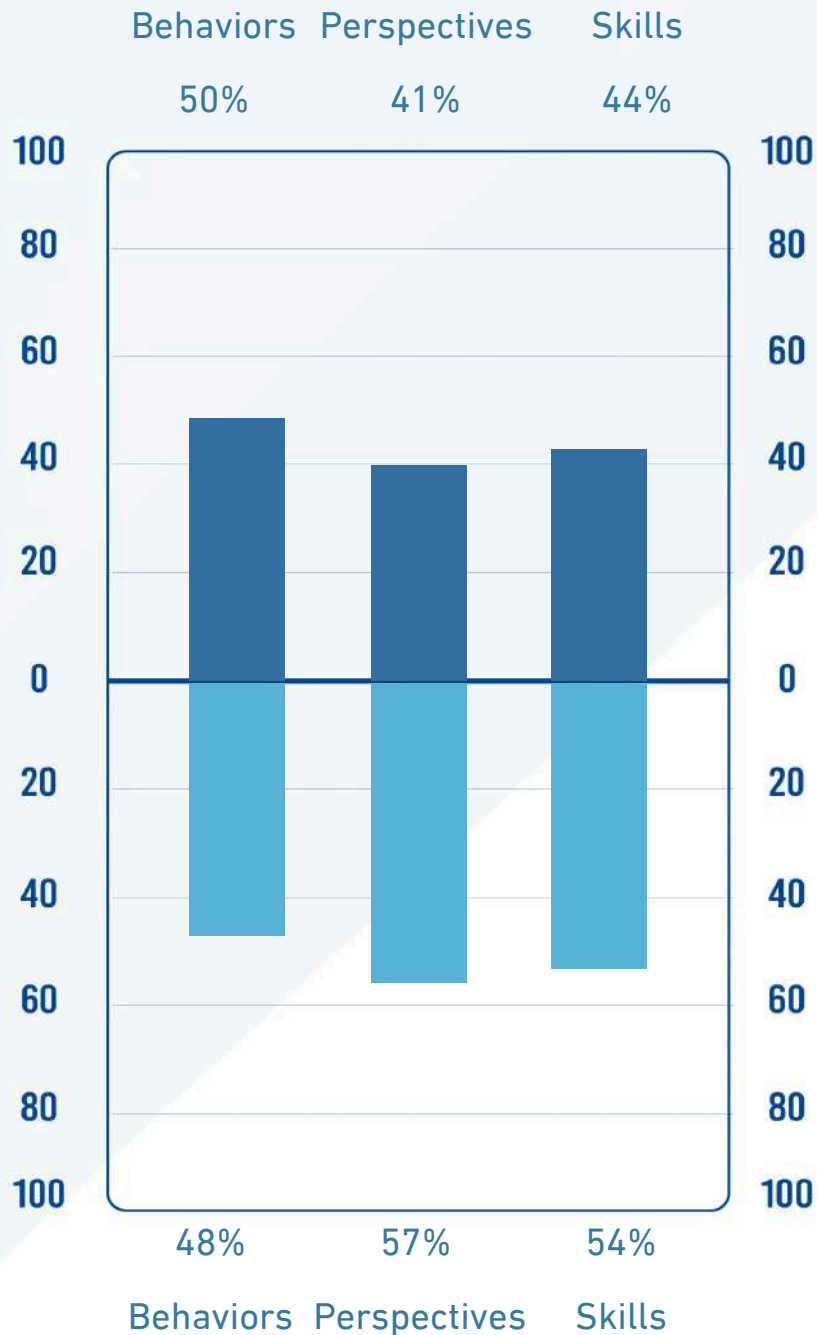
Managing Individuals with Care—
Providing Tools, Support, and Guidance
Before Judging Performance

Active

Managerial Mix Report: Skills, Perspectives, and Behaviors

**Managerial Mix Indicator: Skills, Perspectives, and Behaviors
(Planner - Responsive)**

(Planner)



(Responsive)

Managerial Mix: Skills, Perspectives, and Behaviors (Planner - Responsive)

Leading the Organization with a Clear Vision for Its Future

Behaviors Perspectives Skills

Responsive Responsive Responsive

Behaviors Perspectives Skills

Running the Organization for Optimal Profitability

You have the ability to engage in strategic planning and set the necessary plans that support the organization's long-term goals. However, in reality, you are more inclined to believe in the importance of focusing on daily operations and short-term strategies. Your belief extends to your daily administrative practices, where you become immersed in managing the organization's operations to achieve short-term goals without fully focusing on whether those goals will ultimately lead the organization to achieve its long-term ambitions. It may seem obvious to you that focusing on running the organization's internal operations is necessary, but constantly focusing on achieving short-term goals and getting caught up in them may lead to ignoring significant opportunities and long-term investments that could provide sustainable success and stability for the organization.

Managing the Organization Through Structured Strategies That Fulfill Its Vision

Behaviors Perspectives Skills

Responsive Responsive Planner

Behaviors Perspectives Skills

Directing the organization's activities to achieve its profitability goals

Naturally, you are focused on achieving short-term goals. You may not strongly believe in putting extra effort into imagining what the organization could become in the future. Instead, you might see the only measure of success as the organization's ability to generate the highest possible revenues. This approach often drives you to push the organization toward achieving the best financial results. However, this management style could lead to a breakdown in strategic focus. Organizational energy and resources might be directed toward activities that do not align with specific long-term goals. The effects of this could become evident over time. To address this, you should invest in developing your ability to plan for your organization's future, reevaluate its short- and long-term priorities, and work toward a clear long-term vision that ensures organizational focus and stability. Additionally, encourage departments to adopt this vision so it becomes a key factor in making both operational and strategic decisions.

Managing the Organization Based on an Executive Plan for Departmental Operations

Behaviors Perspectives Skills

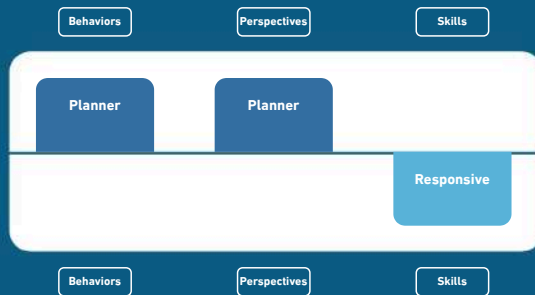
Planner Planner Planner

Behaviors Perspectives Skills

Relying on the experience of managers in running the organization

Some may describe you, or you may think, that you over-plan things, but this is the case for many managers who work hard to place their organizations on the list of the best global organizations. You fully understand the importance of precise executive planning and the need for an annual plan for the organization. You contribute to supporting departments in formulating a solid and executable plan that ultimately leads to achieving its annual targets to reach its strategic goals. Continuing this management approach is the fastest and most reliable way to achieve sustainability and stability within the organization.

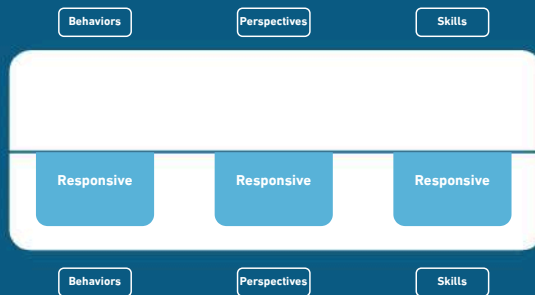
Continuously Studying and Monitoring Future Market and Customer Trends



You recognize the importance of forecasting future trends and assessing the potential impacts of changes on your organization. Additionally, there are activities within the organization that support this awareness, where steps are being taken to predict these changes. However, it seems that you lack the skills necessary to effectively forecast future trends. You appear to have a greater tendency towards adapting to these changes after they occur. This skill gap may hinder your ability to respond effectively to future challenges, and you may struggle to make sound strategic decisions that enhance the stability and growth of your organization in the long run. The organization may find itself unprepared to keep up with rapid changes happening around it, and as a result, you may only realize the losses once they are already real and clear. This places the organization in a defensive position instead of taking proactive strategic actions to achieve excellence and profitability. You need to develop your forecasting skills, including the ability to analyze data and conduct predictive analysis, so you can effectively and fruitfully implement your vision.

Adapting to Market Changes and Competitive Dynamics

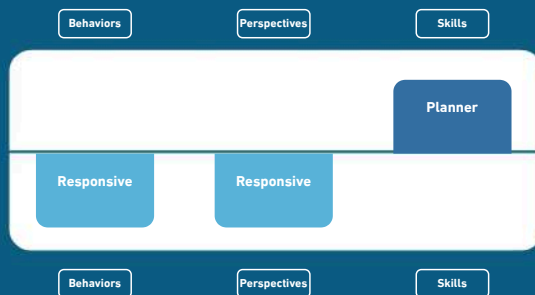
Managing the Organization Based on Business Models That Ensure Operational Stability



Your strategic direction is evident through your focus on developing individual competencies. You believe that building strong teams is a higher priority than developing an integrated and effective organizational business model, and you lead the organizational activities in your organization by relying heavily on individual competencies and expertise. However, the absence of a comprehensive business model exposes the organization to the risk of being unable to transform business strategies into a sustainable operational system that ensures long-term success. This deficiency can lead to missed investment opportunities and leave the organization vulnerable to risks from changes that may occur to individuals. It is essential that you work towards developing your skills and reassess and redirect your priorities to support building an effective organizational business model in the long term. You should also adopt behaviors and strategies that support the construction of an effective business model, aiming to ensure the organization's ability to achieve its goals sustainably and with continuous success.

Relying on the Competencies of Individuals to Manage Operational Processes

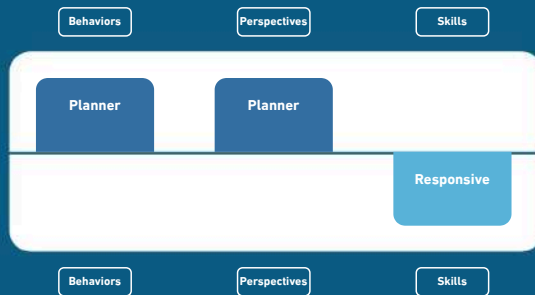
Developing Risk Management Plans and Response Protocols for Potential Organizational Threats



You are prepared to anticipate and predict the risks that the organization may face. However, from your perspective, you believe that dealing with organizational risks quickly once they occur is the best approach. When it comes to behavior, you also tend to deal with risks immediately rather than planning ahead. This could place the organization in a reactive position, where you may address issues as they arise, but without anticipating them, you might miss opportunities to avoid or reduce their impact. This makes the organization vulnerable to unexpected risks and challenges, rather than implementing long-term strategies to ensure stability and sustainability. It is essential to reassess and update your perspective and behavior to focus more on proactive risk planning rather than only addressing them after they occur.

Immediate Response to Organizational Risks Upon Occurrence

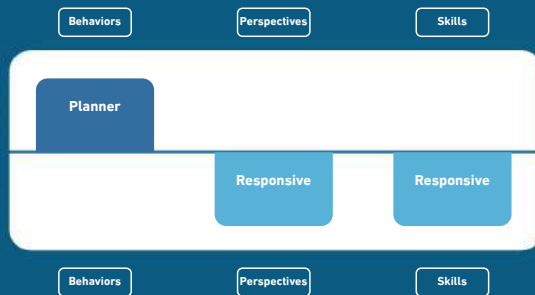
Providing a Cohesive Operational Framework to Support the Organization's Strategic Objectives



You recognize the importance of building an integrated operational infrastructure, and there are activities within the organization that support this perspective. However, in terms of skills, you are more prepared to provide only the basic operational requirements. This may lead to numerous operational issues that could take a long time to resolve, resulting in reduced operational efficiency, which may lead to a low return on investment over the long term. It is essential to work on developing your skills, then build an integrated operational infrastructure by providing the necessary resources, improving available tools and systems, and continuously training the team on the latest practices and technologies. Additionally, investing in the development of advanced systems to monitor operations can help detect problems early and resolve them efficiently.

Supplying Operational Resources On-Demand to Support Cost Optimization

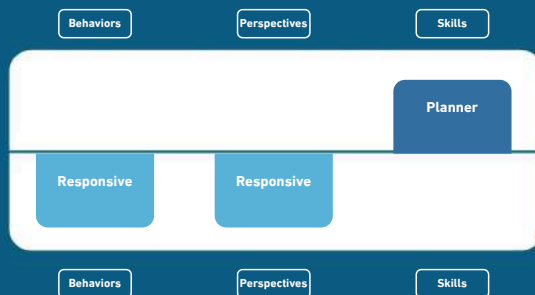
Developing Succession Plans Across Departments to Support Long-Term Growth and Continuity



Behaviors within the organization support leadership succession planning, as some steps are being taken that may indicate the presence of a succession plan. However, this approach seems to lack a true understanding of the importance of this process and the necessary skills for successful implementation. You view directing the organization's activities toward expansion and growth as more important and lack the skills required to build an effective succession plan. This approach could expose the organization to sustainability risks in the long term, as over-relying on the current team, regardless of its strength and efficiency, is a short-sighted strategy and could expose the organization to additional risks. Invest in developing your skills and building a deeper understanding of the importance of sustainable leadership and succession planning. You need to reorder your priorities and recognize that building a succession plan is crucial to ensuring the continuity and growth of your organization for future generations.

Enhancing Organizational Assets and Strengths to Drive Broader Market Reach and Expansion

Developing Expansion Plans Across Current and New Industry Sectors

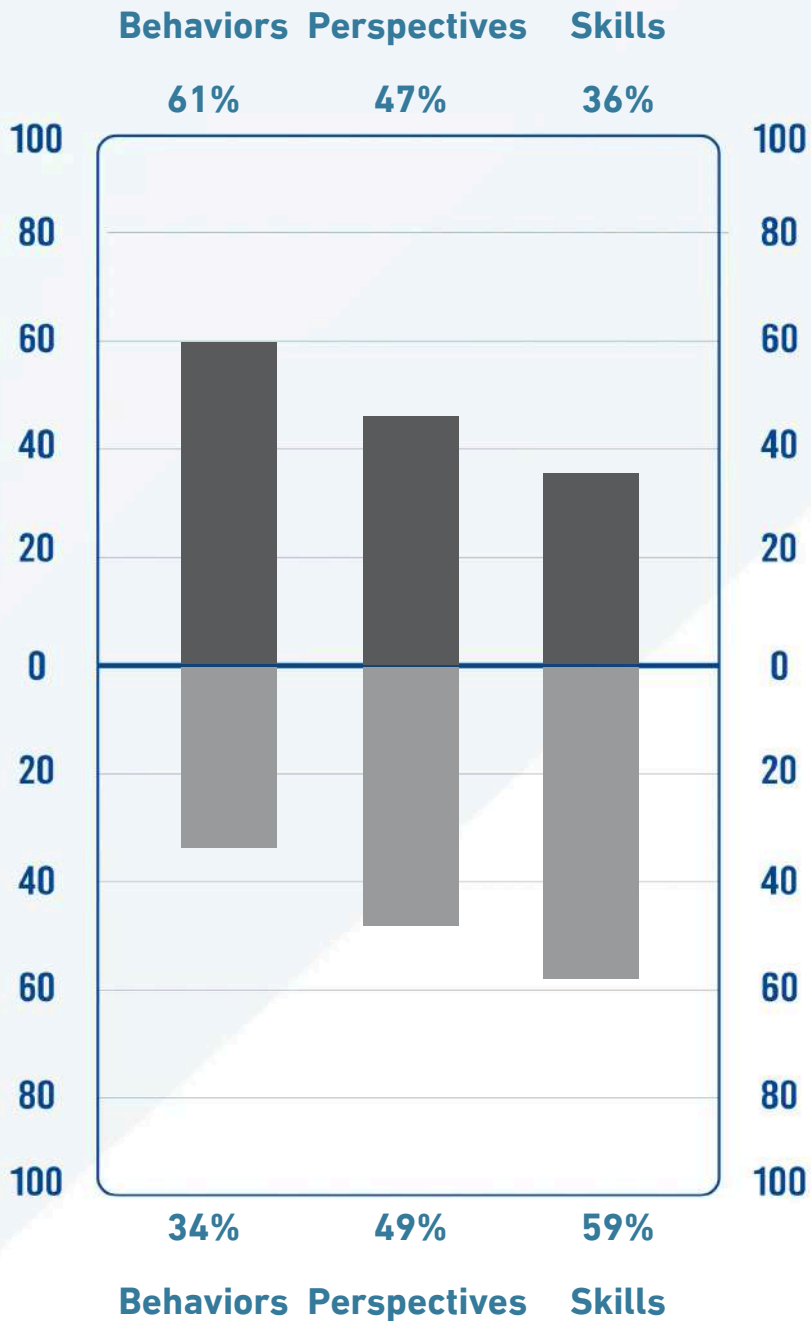


You have the knowledge and skill to develop strategies and expansion plans to maximize the organization's business size. However, your perspective and behaviors tend to focus on seizing opportunities immediately without prior planning, thinking in short-term directions that do not align with strategic expansion and sustainable growth. This could lead to quick decisions that do not help the organization achieve its future goals and may harm sustainability and future growth. You need to prioritize and recognize the importance of developing strategic expansion plans. Start taking the appropriate actions, such as investing in tools and systems that support strategic expansion planning.

Seizing Market Opportunities as They Arise from Time to Time

Overall Indicators of the skills, perspectives, and Managerial behaviors mix (Comprehensive - Scientific)

(Comprehensive)



(Focused)

Overall Indicators of the skills, perspectives, and Managerial behaviors mix (Comprehensive - Scientific)

Maintaining a Broad Organizational Perspective

Behaviors Perspectives Skills

Comprehensive Comprehensive Comprehensive

Behaviors Perspectives Skills

Technical excellence

You have excellent knowledge and ability to combine the big-picture vision of your organization with attention to the fine details. From your perspective, you understand the size of the organization and recognize the importance of integration between its departments and the harmony of its processes for its success. Behaviorally, you do not overlook any aspect, whether small or seemingly unimportant. When planning and setting strategies, you consider every part of the organization, ensuring no critical element for its success is missed. This approach leads to the development of effective strategies that encompass all aspects of the work and contribute to the long-term success of the organization.

Overseeing all departments with balanced and coordinated management

Behaviors Perspectives Skills

Comprehensive Focused Focused

Behaviors Perspectives Skills

Prioritizing Departments with Strategic Impact

Your organization has activities that support balanced management and help see the big picture. However, your perspective and skills tend to focus more on technical excellence. You work intensively on improving and developing specific sectors, which leads to neglecting other aspects of the organization that may need development and support. This approach may result in missing opportunities for balanced and sustainable growth for the organization. It is important to develop your skills in comprehensive management and broaden your perspective to include all aspects of the organization, enabling you to achieve balanced and sustainable goals.

In-depth understanding of operational details across all departments

Behaviors Perspectives Skills

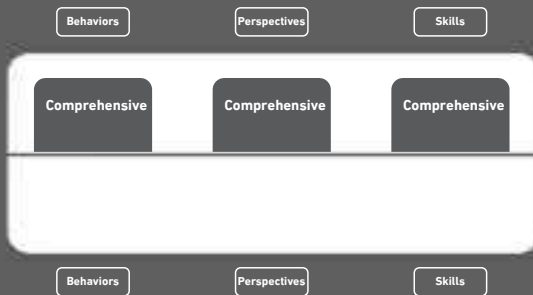
Focused Focused Focused

Behaviors Perspectives Skills

Monitoring the organization's overall performance indicators

In all areas, you tend to focus on a general and superficial view of the organization's details without diving into the depth of each department's role, importance, and its impact on other departments. From your perspective, you believe that focusing on the departments most crucial for revenue generation is sufficient for the organization's success, considering attention to other departments' details unnecessary unless problems arise. Behaviorally, you don't show significant interest in the fine details of organizational processes, leading to missed opportunities for performance improvement and delayed problem discovery. It is important to develop your willingness to dive into the fine details of each part of the organization, which will help build a comprehensive strategy that strengthens the stability and growth of the organization.

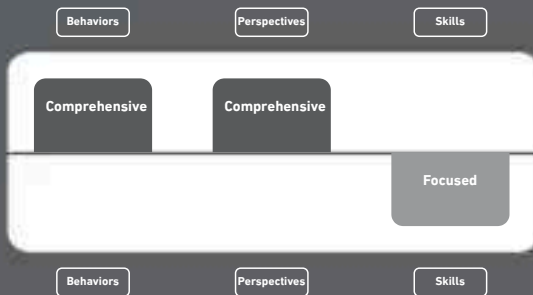
A Well-Structured Workforce in Place to Sustain Operational Efficiency



Maximizing the utilization of individuals to optimize costs

You understand the importance of building a cohesive structure of individuals within the organization to support operational processes across various departments. You believe that each department should consist of a group of individuals working synchronously to achieve the highest return on investment. You also have the skills and knowledge necessary to build this structure of individuals within each department. Not only this, but you also strive to implement this in your behavior and daily decisions. You take systematic actions aimed at building this structure in a practical and efficient way, and work on forming harmonious and integrated teams to ensure that the organization's overall goals are achieved with high efficiency and effectiveness.

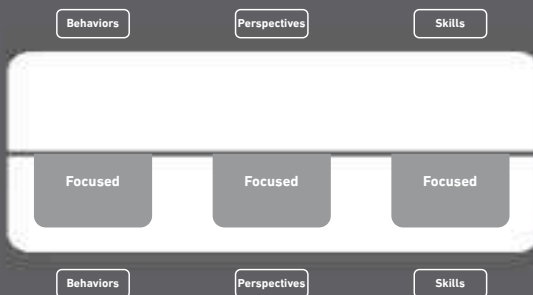
Building Internal Support Units to Strengthen the Organization



Maintaining a Lean Organizational Structure

You recognize the importance of having an integrated infrastructure within the organization that contributes to achieving all objectives and avoiding unexpected crises. Additionally, your organization engages in activities that support this approach. However, your skills lean more towards a complementary structure, focusing on pushing individuals to reach maximum productivity. This approach might neglect the development of a supportive and integrated organizational framework, increasing the risk of employee burnout and turnover. It is recommended to enhance your skills in building an integrated infrastructure and invest in training and developing individuals to promote the organization's sustainability and achieve its objectives in a balanced manner.

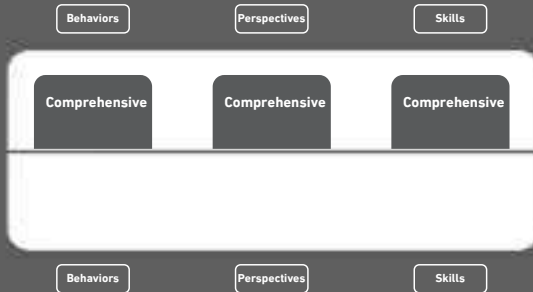
Monitoring Key Internal and External Influences on the Organization's Effectiveness



Prioritizing Financially Driven Activities Aligned with the Organization's Goals

Your perspective, skills, and behavior tend to focus on achieving the organization's goals without acknowledging the importance of understanding the internal and external factors that may affect the organization. You aim for short-term goals without considering the potential impact on long-term performance and growth. This may lead to immediate successes but may not ensure the sustainability of success and profitability in the future. This approach disrupts the organization's stability and reduces its chances of long-term success. Therefore, closely monitoring and analyzing internal and external influences should be one of your top priorities to avoid risks and fully exploit opportunities. It is essential to invest in developing your skills and understanding these factors more deeply, so you can guide the organization toward stability and sustainable success. You should start translating your knowledge into active actions within the organization, combining a focus on achieving goals with an understanding of the influencing factors around you.

Ensuring Equitable Consideration of All Key Parties: the Organization, Shareholders, Employees, Customers, and Stakeholders



You have the skill to balance the interests of all stakeholders in the organization. You understand that the organization's vision is achieved through the satisfaction of all concerned parties: customers, employees, and shareholders. From your perspective, you believe that the success of the organization depends on the principle of "win-win," where customers should benefit from the highest quality, employees should feel valued and appreciated, and shareholders should achieve the expected returns. Behaviorally, you ensure that the organization strives to achieve the maximum possible profit, but with the guarantee of customer satisfaction, shareholder benefits, and employee happiness. Your decisions are based on a careful analysis of the mutual impacts among the various stakeholders, ensuring that the strategies you follow are profitable for all parties.

Running the Organization with a Focus on Profit Optimization

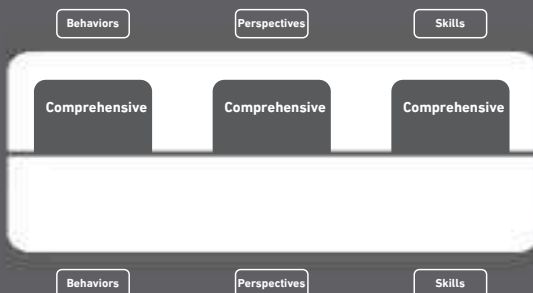
Upgrading Organizational Capabilities Across All Departments to Drive Planned Expansion



You tend to focus on developing the sensitive departments within the organization without considering the need for comprehensive organizational development. From your perspective, you believe success comes only from enhancing and improving the core departments, while ignoring other departments that may need improvement and development. Behaviorally, you focus on strengthening these departments without paying attention to others, which may lead to missing opportunities for comprehensive development and long-term sustainability of the organization. It requires you to reconsider your perspective and adopt a balanced approach that includes all departments in development plans to ensure overall and sustainable success for the organization.

Concentrating Organizational Development on the Most Vulnerable or Strategic Departments

Developing an Employee Loyalty Structure to Attract and Sustain the Workforce



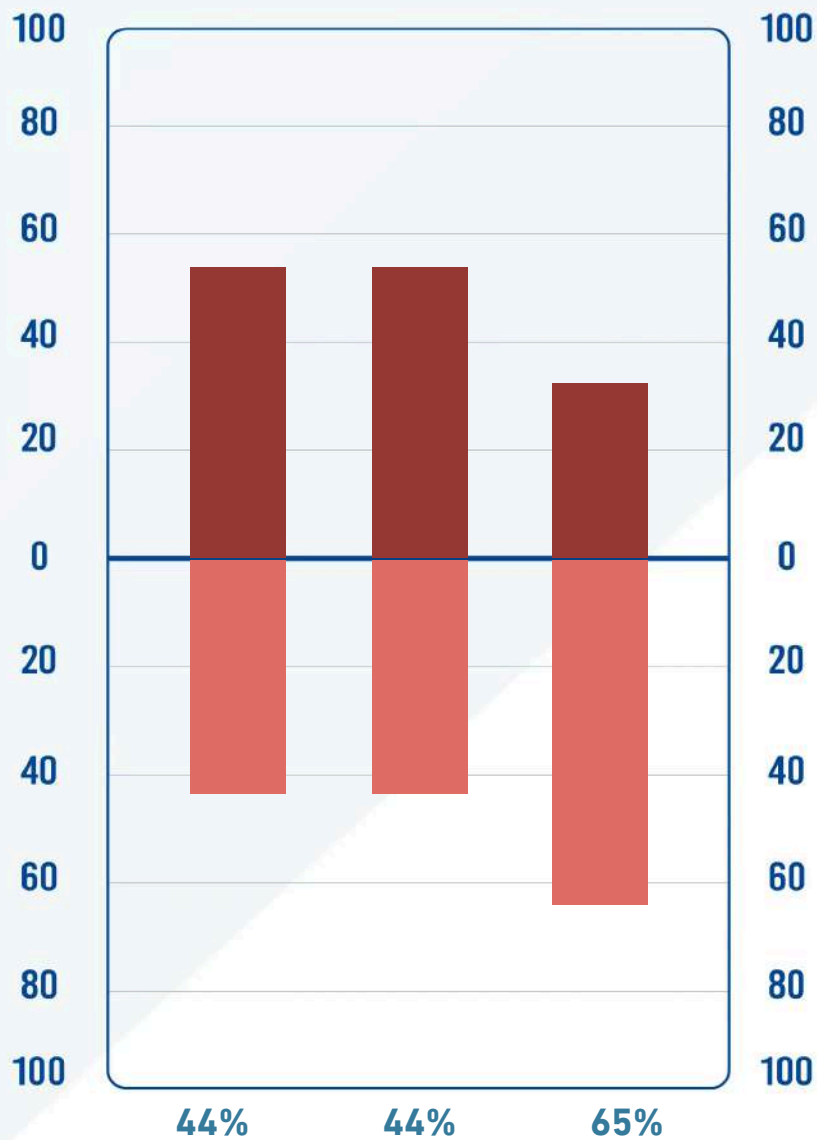
You have strong knowledge and readiness to enhance individuals' loyalty within the organization. From your perspective, you believe in the importance of internal activities that increase individuals' sense of loyalty towards the organization, considering them an essential part of the sustainability and stability strategy. Behaviorally, you tend to create an environment of loyalty within the organization and respect for individuals' values, working to offer high value to them, reflected in their loyalty and dedication to the organization. You make continuous efforts to ensure they feel appreciated and belonging, contributing to improving their performance and increasing their productivity.

Building a Strong Employer Brand to Attract a Skilled Workforce

Mix of skills, perspective, and Managerial behavior (Scientific - Intuitive)

Scientific

Behaviors Perspectives Skills
55% 55% 33%



Behaviors Perspectives Skills

Intuitive

Mix of skills, perspective, and organizational behavior (Scientific - Intuitive)

Engaging External Consultants and Experts to Provide Strategic and Operational Support

You strive greatly for technical excellence, and from your perspective, you believe that relying on the organization's internal capabilities and skills is the foundation. Your skills and focus are directed towards achieving the highest levels of professional efficiency, which leads you to overlook or downplay the importance of external consultants and experts. This approach may hinder the organization's overall growth and limit opportunities to attract new and diverse talents. It is important to reconsider this approach and open up to incorporating external insights and skills that can enhance the organization's potential and capabilities more broadly.

Advancing Individual Effectiveness and Functional Expertise to Operate the Entire Organization

Decision-making based on research and studies

You have the readiness and knowledge to base your decisions on research and studies. You believe in the importance of verifying facts and analyzing data before making strategic and operational decisions, which gives you the ability to predict business outcomes and avoid uncalculated mistakes. Behaviorally, you demonstrate a tendency to establish mechanisms within the organization to verify the accuracy of every decision, relying on evidence and research. This approach enhances the organization's efficiency and ensures more effective and objective decision-making.

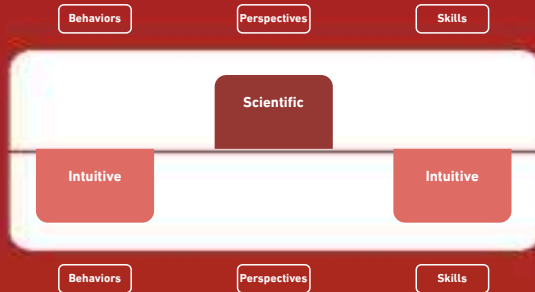
Management by trial and error

Empowering and Training Staff to Drive Ongoing Improvements in Efficiency and Performance

There are activities and procedures within the organization that support your provision of learning and development resources to help individuals reach the highest levels of professionalism. However, your perspective and skills tend to rely on the competence of individuals, and you focus on carefully evaluating and selecting talent. This approach shows that you aim to achieve immediate goals without investing time in training and development. This approach may hinder opportunities for individual development and prevent fully leveraging their potential within the organization. As a result, challenges within the organization may arise without the ability to identify or address their causes. It is important to reassess your priorities and develop your skills to ensure that all opportunities offered by the organization are utilized and long-term sustainability is achieved.

Onboarding High-Caliber Candidates Who Require No Training or Support

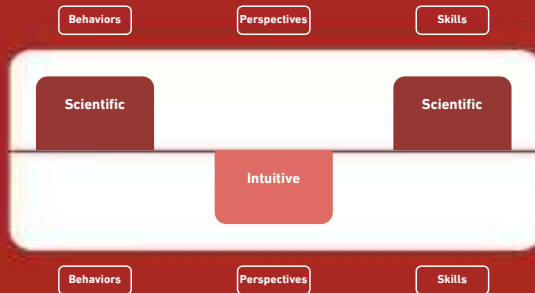
Pursuing the Most Recent Advances in Management Theory and Applying Them in Strategic and Operational Contexts



Running the organization using accumulated experience

You have a deep understanding of the importance of scientific methods and modern concepts in managing the organization, and you recognize that the rapid developments in the business world require new and innovative approaches. However, your skills and behavior lean towards relying on your accumulated personal experiences. You tend to make decisions based on your past experiences rather than utilizing data and scientific research, which may limit your ability to adopt the best modern practices and innovate in managing the organization. It is important to balance your personal experience with the use of modern scientific methods to ensure the best possible results in leading and developing your organization.

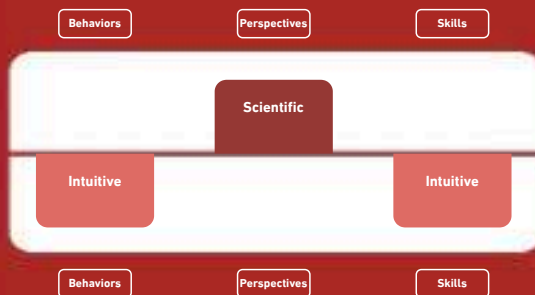
Driving the Organization Toward Data-Driven Departmental Operations



Utilizing the Experience of Managers to Run Departments and Support Decision-Making

You have the necessary knowledge to collect and analyze data effectively, and your organization has activities and processes that support this data-driven approach. However, your personal perspective tends to lean towards relying on experience and intuition rather than collected data. This may result in missed opportunities to make decisions based on accurate and comprehensive data, limiting the effectiveness of your strategies and affecting the overall performance of the organization. It is important to reassess this tendency and work on shifting your perspective towards valuing data and research in making strategic and operational decisions.

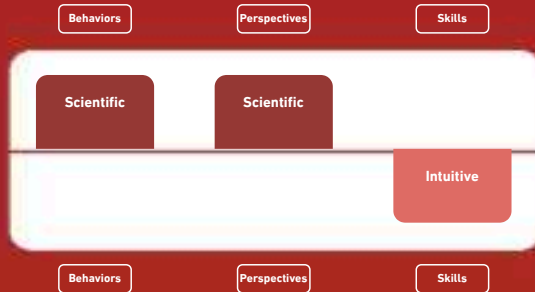
Leading the Organization Based on Corporate Governance Principles



Maintaining Strong Command and Managerial Control

You recognize the importance of applying governance principles and believe they are essential to maintaining the organizational management and sustainability. However, you possess skills that mainly rely on a "hands-on" approach, where you prefer to do things yourself rather than relying on others. Behaviorally, you tend to have direct control over all processes and intervene in the details of work, which hinders the benefits of governance and prevents the development of individuals and the enhancement of their independence. You should work on developing your skills in delegating responsibilities and building trust in your team. You can start by giving employees opportunities to make decisions and manage tasks independently, while providing the necessary support and guidance. This will help reinforce governance principles and build a more efficient and independent team.

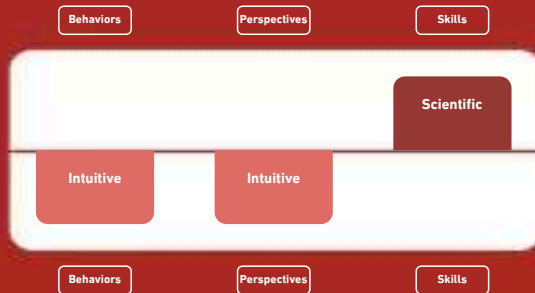
Balancing Strict Discipline with a Strong Commitment to Innovation and Creative Culture



You believe in the importance of innovation and renewal within your organization and trust that new ideas can come from anyone, creating an environment that encourages experimentation and creativity. The organization supports this approach, giving individuals the confidence to explore and try new ideas. However, your skills and experience lean towards centralized management, where you follow a strict business model, and you may find it difficult to open up to significant changes in the way work is done. This contradiction can limit your ability to fully capitalize on creative ideas and innovations that could contribute to the organization's development. It is essential to develop your skills to encourage innovation and renewal while maintaining a balance between centralized management and flexibility to embrace new ideas.

Enforcing Operational Rigor by Ensuring Full Compliance with Strict Policies

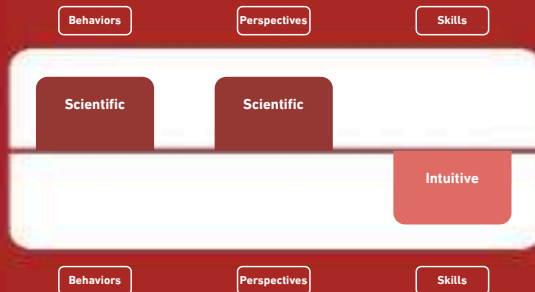
Commitment to Self-Improvement and Seeking New Knowledge and Insights



You are ready for self-development and always strive to improve your skills and knowledge, reflecting your desire to benefit from new practices and ideas. However, from your personal perspective, you believe that success comes from accumulated experiences and relying on proven and correct methods. Behaviorally, you tend to rely on your current knowledge rather than focusing on renewal and exploring new ideas. This can lead to stagnation in the organization and hinder its ability to evolve in line with ongoing market challenges and changes. It is important to reassess your perspective and behavior to balance experience and innovation.

Blending Intuition and Experience to Drive Effective Organizational Management

Driving the Adoption of Emerging Technologies to Improve Organizational Performance



You recognize the importance of technology in enhancing organizational performance and support activities that encourage the use of modern technologies within the organization. However, your skills and experience tend to rely more on traditional methods and proven success formulas rather than adopting new technology. This discrepancy can slow down the adoption of technological innovations within the organization, reducing its ability to adapt to rapid changes in the work environment. You should work on developing your skills and open doors to new experiments to balance your vision with your practical capabilities.

Maintaining the Use of Reliable Tools and Resources That Deliver Guaranteed Outcomes

Overall indicator of the skills, perspective, and Managerial behavior mix (Auditor - Draining)

(Auditor)



(Draining)

Organizational Skills and Behavior Mix (Auditor - Draining)

Ensuring Efficient Resource Management in Day-to-Day Operations

You have the necessary knowledge to organize tasks and manage resources effectively to achieve strategic and operational goals, enhancing your ability to analyze and plan successfully. However, your perspective seems to support the intensive use of resources to achieve the organization's goals to the fullest, without considering their effective organization. This approach may lead to wasted opportunities and deplete resources faster than necessary. Moreover, your behavior reflects a preference for quick goal achievement without focusing on organizing resources and tasks. This could result in missed opportunities to conserve resources and use them in more profitable projects or activities. The organization may face risks of rapid resource depletion or a lack of availability when needed, especially during challenging times. Effective resource management can help maximize return on investment and make the most of available resources. It is essential to reassess and update your perspective, then organize tasks and manage resources more effectively to support the organization's strategy.

Harnessing all possible resources to Fulfill Organizational Goals

Managing the Balance Between Maximizing Income and Minimizing Costs

You have the desire to achieve an effective balance between maximizing returns and reducing costs, and you strive to identify opportunities to improve the organization's financial performance. However, your perspective and behavior tend to focus more on maximizing revenue, which may lead to overlooking opportunities for cost reduction. This excessive focus on revenue can result in resource depletion, exposing the organization to financial risks. It is essential to adopt a balanced approach that equally emphasizes both maximizing revenue and reducing costs to ensure the organization's financial sustainability.

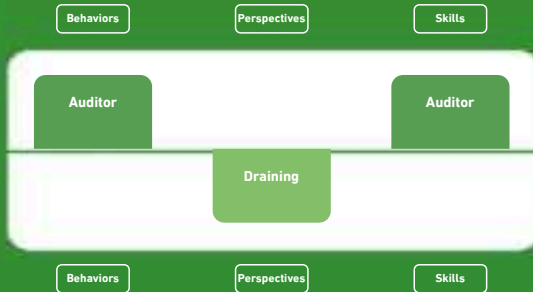
Prioritizing Revenue Growth

Establishing an Integrated Infrastructure for Effectively Monitoring and Measuring Organizational Performance

You recognize the importance of building an integrated infrastructure for performance monitoring within your organization, with many activities supporting this perspective, such as developing systems to collect data and monitor performance accurately. However, your personal skills tend toward traditional management and manual follow-up, reflecting your preference for manual methods in administration and evaluation. You should develop your skills to align with your perspective, training yourself to use modern technologies in performance monitoring and applying automated methods effectively. This will help you achieve a balance between skills and perspective and enhance your ability to implement the systems you believe in.

Close Supervision and Hands-On Monitoring of Individual Performances

Strengthening the Role and Authority of Internal Audit



You are prepared to establish a central auditing body within the organization, and there are activities and strategies within the organization that support and encourage this direction. However, from your perspective, you prioritize harnessing all available resources to achieve the organization's goals with maximum efficiency, focusing on efforts and resources without concentrating on the internal auditing system. Yet, without activating internal audit management, the organization may miss the opportunity to receive comprehensive reports assessing team performance, which could negatively impact the goal of maximizing productivity and increasing return on investment. Additionally, internal audits provide effective tools for analyzing and identifying weaknesses within the organization's structure. In the absence of this crucial audit function, the organization may find itself relying on unstable standards, making it vulnerable to market fluctuations, economic changes, or other external challenges. It is essential to reassess your perspective and recognize how to balance the desire to achieve goals with the importance of internal audits.

Driving Team Members to Prioritize Time and Stay Focused on Individual Responsibilities

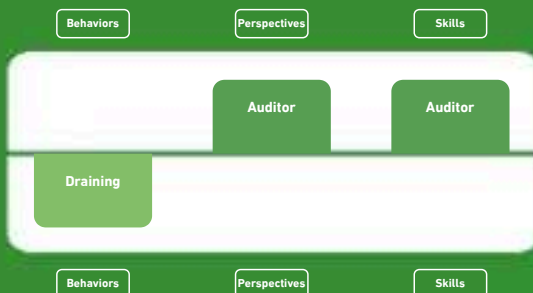
Deploying Advanced Reporting Tools Across Departments to Strengthen Monitoring and Drive Better Technical Decisions



You primarily rely on summary reports rather than detailed ones in managing the organization. You prefer relying on general and superficial information, which leads you to make decisions that may not be based on in-depth performance analysis. Your skills and perspective reflect this tendency by avoiding the use of advanced data collection techniques and analytical applications, and not utilizing the sophisticated systems available in the organization. Your behavior also reflects a preference for direct control over information instead of relying on automated systems. This approach may result in missed opportunities from detailed data analysis and reduce the organization's ability to adapt to changes and improve performance effectively. It is advisable to reconsider this approach and start adopting and using advanced reporting systems to improve decision-making effectiveness and enhance the overall performance of the organization.

Leaning on Summary Reports to Optimize the Use of Team Efforts Across Departments

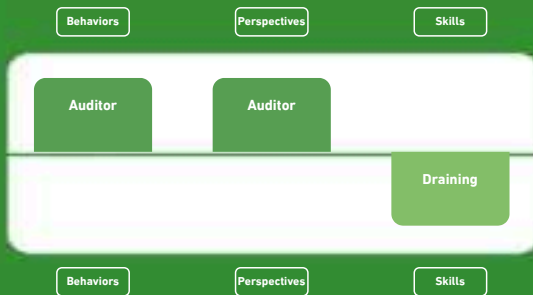
Ensuring Maximum Efficiency in the Organization's Operating Costs



You have the necessary knowledge to maximize the benefits from the organization's operating costs, and you believe in the importance of this approach at the strategic level. However, your behaviors tend to direct individuals' efforts towards completing tasks at any cost, reflecting an unbalanced application of your vision. This could lead to the organization spending large amounts without ensuring the highest return on these costs. While sales targets or specific goals may be achieved, the inability to allocate costs accurately could result in significant budget consumption rather than achieving savings and focusing on more effective strategies in the long run, the organization may find itself unable to achieve larger, more ambitious goals. It is essential to calculate the return on investment for all activities and processes that require financial expenses, evaluate strategies based on their effectiveness and economic value, and then focus on strategies that offer a high return on investment.

Achieving Maximum Performance at Any Cost

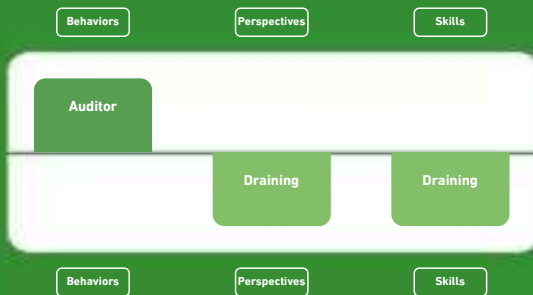
Applying a Performance Management System Based on Strict Accountability and Rewards



You believe that a structured system for managing individuals is the most effective way to drive them to work better. There are activities and initiatives within your organization that support this perspective, such as developing systems for performance evaluation and tracking achievements. However, your skills and personal abilities tend to lean towards motivating through inspiration and encouraging individuals to perform at their best. This may lead to challenges in implementing and maintaining an effective accountability system. You may find it difficult to apply the system effectively, or there may be a disconnect between your expectations and your practical approach. To enhance the system's effectiveness, it is essential to develop your skills in structured management and accountability, allowing you to apply the system more efficiently and ensure that your behavior aligns with the initiatives and activities you support within the organization.

Maintaining Staff, Safeguarding Their Morale, and Maximizing Their Usable Capabilities

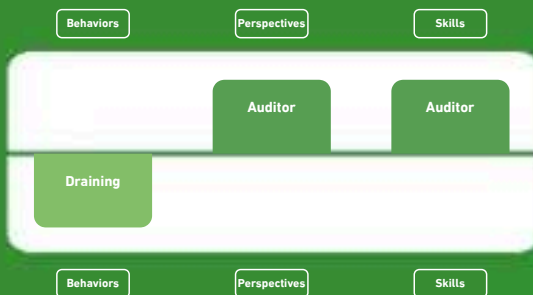
Engaging Independent External Auditors and Assessment Firms



Your organization has activities and programs that support the implementation of both internal and external audits and evaluations, reflecting a direction towards improving processes and overall performance. However, you do not see the need for external evaluation and audits for your organization in its current state and may be more inclined to rely on internal assessments provided by the organization's departments. This could expose you to the risk of missing out on important, detailed insights that external audits can offer. This approach may lead to overlooking crucial information and opportunities for improvement and development. It is essential to develop your skills and shift your perspective to include a greater appreciation for the importance of advanced reports and external evaluations.

Focusing Mainly on Bottom-Line Evaluations of Organisational Performance

Managing Individuals with Care—Providing Tools, Support, and Guidance Before Judging Performance



You are prepared to evaluate the efficiency and effectiveness of individuals across all criteria periodically, and from your perspective, you recognize the importance of this process and its impact on enhancing performance within the organization. However, your behavior tends to focus more on assessing individuals primarily based on the achievement of goals. This approach may result in overlooking talents capable of high productivity and efficiency. Some individuals may experience periods of low productivity due to external factors unrelated to work. Additionally, relying solely on goal achievement as a metric may not provide an accurate reflection of individual performance. In favorable market conditions, the organization might struggle to distinguish truly capable individuals from others. This could lead to losing valuable team members due to a lack of comprehensive evaluation. Therefore, it is essential to assess individual performance and efficiency periodically, focusing on results, competencies, and abilities, while also redirecting individuals who may not perform well in a particular department.

Evaluating Employee Performance Strictly by their Success in Meeting Goals and Fulfilling Responsibilities



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