



UNDERSTANDING

1. Primary Judgment Indicators

- Intrinsic (I)
- Extrinsic (E)
- Systemic (S)

2. The 13 Judgment Types

3. Judgment Type Frustration Factors



Understanding the Primary Judgment Indicators

The Primary Judgment Indicators give a global, broad-brush-stroke assessment of a person's Intrinsic, Extrinsic, and Systemic valuing (i.e., judgment) capacities as they primarily relate to work-side/external-world issues. In general, Intrinsic scores relate to **people skills/relational** judgment capacity. Extrinsic scores relate to **process and task-related judgment/a person's "work ethic."** Systemic scores relate to more abstract, comprehensive judgment/the ability to see "**big picture**" dynamics in a situation.

In order to consolidate research and experience relating to these scales, and to more precisely relate to scores normally seen in most work settings, the following general range of meaning should be attached to each score:

- 0 - 15 --- indicates area of superior competence
- 16 - 30 --- indicates area of substantial competence
- 31 - 45 --- indicates area of moderate competence
- 46 - 60 --- indicates area for growth and development
- 61 + --- indicates area for substantial growth and development

Take note of the fact that most people will be stronger (a smaller number) in one field / domain / dimension. The strongest field ("I," "E," or "S") usually indicates how a person will *first* approach work situations and feel most comfortable in approaching these situations.

It is typical for a very strong score in one field to push the scores in the other two fields back a bit. Two very strong scores are likely to push the third score back even a bit more. The most typical scoring patterns are:

- A.) Strong 'I' with 'E' and 'S' less strong
- B.) Strong 'E' with 'I' and 'S' less strong
- C.) Strong 'I' and 'E' with 'S' much less strong

These patterns are usually culturally driven - that is, they are influenced by the value system of an overall culture. In the United States, for example, Intrinsic scores are often stronger because of the cultural emphasis on social skills, the importance placed on "being well liked," and the emphasis placed on seeing social dexterity as a highly positive attribute.

In a similar manner, the *values* assigned to working hard in this culture, and such cultural factors as "the Protestant work ethic" that even associates hard work with godliness, contribute to the typical presence of strong Extrinsic scores.

A strong - and particularly a *dominant* - Systemic score is unusual in this culture. Not as much emphasis/*value* has been placed on long-term views, implications, and consequences in the United States. A culture that quickly "moves on" to the next steps, believes more in reactive and responsive "leaping" rather than deliberative "looking" celebrates/*values* entrepreneurial trial-and-error - even adventurous - experimentation is not as concerned with/does not *value* as highly the Systemic. However, the more integrated that work becomes, the more the Systemic is needed; otherwise, factors will be overlooked in ways that can make the entire enterprise vulnerable.

It should also be noted when assessing the global "I," "E," and "S" scores that when any two scores, in combination with each other, have a total that is less than the third score, it will be highly likely that the third field will be neglected, under utilized, or become the subject of procrastination even if that third score is relatively strong. For example, a score of I=10, E=10, S=24 - a fairly typical, strong score - likely means that the "S" dimension - though basically strong enough - will not be utilized effectively. In an instance like this, a person should judiciously make sure that "S" considerations are given attention as part of a more self-conscious strategy of decision-making.



The most effective work units/teams will have a sense of which member(s) can "champion" which domain. There may be differences of opinion or even conflict at times between persons who are strong in one field or another, but such differences or conflict - if depersonalized - will make the group perspective only stronger. Weak teams have "tunnel vision," a circumstance that prevails when one of the three domains is overly dominant.

Finally, in regard to the "I," "E," "S" global scores, a person will either be a "Near Type" or a "Far Type." The closer the three scores are to 0-0-0, the nearer to "type" a person will be. The more removed from 0-0-0, the farther from "type" a person will be. Once scores are beyond 20-20-20, it is appropriate to talk of "Far Type." If a person is a "Near Type," the descriptions below are likely to be very reliable characterizations. If a person is a "Far Type," the descriptions below are not as reliable, and prediction based on these descriptions will not be as reliable.

The Global Judgment Scales also provide a "Judgment Type" assessment. There are thirteen of these Judgment Types, but they should *not* be seen as a stacked hierarchy in which one type is better than any other type. The types have total parity with each other, and the best groups will be constituted by a rich variety of types thus ensuring more highly developed "perspective" or "consciousness."

In a similar sense, the types should not be seen as hard, arbitrary characterizations that are incapable of change; a person, for example, is not necessarily a "Type 4" for life. The "Judgment Type" assessment simply gives a basic insight into the way a person's strength will be manifested in work environments.

A "Fringe Type" occurs when a person's scores on any of the three dimensions are within one point of each other. For example, the score I=9, E=15, S=16 is a true "Type 6." Because of the E=15, S=16 (one point apart), the score is a "Fringe Type 10." In understanding a person's strengths with these particular scores, the characteristics of both types (see below) should be examined.

There are thirteen types based on the possible combinations of the "I," "E," and "S" scores. (Please note: The below score representations depend on a bit of "reverse mathematics." Since smaller/lower numbers are better/stronger, a score of 8 - for example - is "greater than" (>), in terms of the symbols used here, a score of 13.)

The different, relative position and strength of the three scores drive the typology as follows:

Stage 1	S>E>I	Planning/Structuring
Stage 2	S>I>E	Organized/Disciplined
Stage 3	E>S>I	Maintaining/Sustaining
Stage 4	E>I>S	Mentoring/Coaching/Counseling
Stage 5	I>S>E	Diplomacy/Mediating/Facilitating
Stage 6	I>E>S	Listening/Sensing
Stage 7	S>(I=E)	Controlling/Stabilizing
Stage 8	E>(I=S)	Processing/Managing
Stage 9	(E=S)>I	Efficiency
Stage 10	I>(E=S)	Communicating/Articulating
Stage 11	(I=S)>E	Delegating/Role Modeling
Stage 12	(I=E)>S	Developing Potential/People
Stage 13	I=E=S	Balanced/Integrated/Holistic

It can also be noted that, while no Type is "better" than any other Type, a person with a typology of 1 - 6 tends to be a "less complex" person - "what you see is what you get." A person with a typology (or fringe) of 7 - 13 tends to be a "more complex" person - a bit more "still water runs deep." There is no necessary advantage or disadvantage of being in either the 1 - 6 or 7 - 13 groups.



Judgment Type Characteristics

Type 1 (**Planning**) is likely to feature the following "Key Traits"

- Good at creating overall operating designs
- Good at creating a "map" of ways to achieve basic operating objectives
- Defines basic policies and procedures well
- Believes in progress through attention to both long and short-term goals
- Work is analyzed in terms of general goals and then broken down into constituent parts
- Good at benchmarking process
- Sees value of cost analysis before the fact of implementation
- A valuable member of any long-range, strategic planning process

Type 2 (**Organizing**) is likely to feature the following "Key Traits"

- Pays strong attention to established ways of doing work in a specific environment
- Takes pride in being a "company person" and advancing company agendas
- Highly disciplined with regard to work assignments
- Follows directions, guidelines and rules with a sense of responsibility
- Emphasizes structure, order, discipline, and attention to detail
- Good at recruiting and staffing
- Encourages organizational priorities
- Good at helping fellow employees see positions/roles performed within the organization

Type 3 (**Maintaining**) is likely to feature the following "Key Traits"

- High emphasis on keeping work going in an efficient and productive manner
- Strong attention to stated customer/client need and good at seeing issues from their perspective
- Works to achieve fully functioning workplace
- More productive and services oriented than people oriented
- Substantial attention to maintaining adequate work schedules
- Prioritizes fairness to workers in workplace
- High personal standards of quality
- Able to function well with repetitive tasks
- Functions well with repetitive tasks and one of the more efficient and productive workers

Type 4 (**Counseling**) is likely to feature the following "Key Traits"

- Good at helping each employee perform better
- Helps each employee gain a greater sense of personal achievement from work
- Coach/Mentor
- Counsels with regard to performance
- Good at one-on-one and group sessions
- Establishes an "open door" policy
- Encourages people to ask for clarifications
- Feedback is essential and critical
- Highly task efficient
- Good work ethic and example to fellow employees

Type 5 (**Diplomacy**) is likely to feature the following "Key Traits"

- Focus on resolving conflicts
- Goal is to achieve a harmonious group
- Good at exchanging input and feedback
- Needs atmosphere of trust, honesty, respect
- Rapport builder – team builder
- Good with customers; excellent with difficult customers
- Good peacemaker with difficult people
- Good at group facilitation
- Stays cool under pressure, especially that caused by difficult people



Type 6 (**Listening**) is likely to feature the following "Key Traits"

- Highly empathic
- Good at identifying people's actual needs and desires
- People will always come before policies or process (or there will be significant inner conflict)
- Takes time for people and makes them feel important; does not rush conversation
- Good at open-end questions
- Thirsty for additional information
- Desires harmony and understanding on all sides before committing to course of action
- Continuously reevaluating
- Sees listening as a means to better control and stability; greatest strength is listening
- Wants high levels of morale and teamwork
- Good team member and morale builder

Type 7 (**Control**) is likely to feature the following "Key Traits"

- High emphasis on rules and policies as a way of guaranteeing stability in the workplace, thus ensuring excellence and quality
- Good at establishing objective standards
- A highly objective point of view and voice within the workplace
- Excellent at measuring and evaluating performance of employees
- Good at establishing written policies and procedures with outlined plans of authority, responsibility, and accountability
- Good consensus builder; takes pride in being able to bring groups to agreement about performance goals
- Does not have to personally be in control, as long as someone in close proximity is

Type 8 (**Processing Work**) is likely to feature the following "Key Traits"

- Good at defining specific work goals
- Practical about real time and space constraints
- Doing what must be done when it should be done
- Always in context of established policies
- Defines goals operationally
- Intent on following up until completion
- Sets examples by own work (but has high standards reflective of own standards)
- Keeps detailed records
- Wants zero defects
- Wants all segments of a work process to interface smoothly
- Good "juggler" of diverse tasks; a multi-tasker
- Strong management development potential

Type 9 (**Efficiency**) is likely to feature the following "Key Traits"

- Effective at productive organization which focuses on getting work done in a timely manner
- Good at keeping projects in line with projected costs; sensitive to saving money whenever possible
- Good at time management both personally and with projects
- Creates and understands flow charting
- Keeps and reviews detailed records
- Able to simplify steps in a complex process
- Very little wasted effort or movement
- Good at long range projects which demand sequentially completed parts



Type 10 (**Communicating**) is likely to feature the following "**Key Traits**"

- Excellent at building and participating in teams
- Good facilitator of groups
- Produces cooperation in the midst of divergent ideas and conflict; does not see conflict as a negative
- Good at explaining reasons for change within the workplace; gives reassurance and a sense of stability
- Highly competent and productive manager
- Strong verbal skills
- The important ability to take realities that are difficult to understand and give them greater clarity of expression
- Good at getting to the truth with conflict-avoidant people

Type 11 (**Delegating**) is likely to feature the following "**Key Traits**"

- Good at assigning tasks
- Strong point is giving specific directions for what, how, and when to do work tasks
- Good at follow-up
- Accepts role of leader who guides the abilities of others
- Helps people grow in ways that best fit their talent and potential
- Sensitive to legal implications and consequences in the workplace
- Resists micro management
- Gives people freedom to work in their own "space"
- Understands that most successful outcomes are accomplished by cooperative team effort

Type 12 (**Developing People**) is likely to feature the following "**Key Traits**"

- Always sees people as being capable of growth
- Emphasizes potential
- Wants people to experience both doing a good job and attaining personal satisfaction
- Likes creative input from all levels of the organization
- Gets productivity from employees by emphasizing the worth of each individual
- Holds a clear understanding of the social dynamics at play in a workplace
- Excellent motivator
- Builds morale by advancing the self-esteem through personal contact

Type 13 (**Balanced, Integrative**) is likely to feature the following "**Key Traits**"

- Promotes steady growth of workplace in all facets (I,E,S)
- See workplace as a cohesive organism in which all parts play a contributing role
- Emphasizes justice and integrity in the workplace; good at follow-up
- Gives equilibrium in times of chaos and uncertainty
- Highly open to new ideas
- Highly competent in all performing dimensions of planning, task completion, and people skills
- High personal integrity
- High degree of flexibility
- Comfortable with self and good at making others feel comfortable and self-confident

Group Dynamics		
Group	Judgment Stage Type	General Trait
A	1, 2, 7	Typically sets direction
B	3, 4, 8, 9	Will be more focused on results
C	10, 11	Influencing others
D	12, 5, 6	Focused on developing others
	13	Can move effectively among the groups



Judgment Type Frustration Factors

Each of the thirteen different "Judgment Type" configurations has specific strengths that will be brought to the workplace or to life in general. None is any better than the other, as has been stated, and diversity-especially in decision-making groups-is highly desired. On the other hand, each "Judgment Type" will have it own, particular "frustration point." These points of frustration need to be taken into consideration in order to understand what specific types of conflict are likely, if not inevitable, in most work environments.

Type	Strength	Characteristics	Frustration Point
13	$I = E = S$	Balanced/Integrated/Holistic	When full integration and cooperation are thwarted by any special interest
12	$(I=E) > S$	Developing Potential/People	When potential and growth go unrealized
11	$(I=S) > E$	Delegating/Role Modeling	When excessive micromanagement is present
10	$I > (E=S)$	Communicating/Articulating	When clear communication does not take place and articulation lacks
9	$(E=S) > I$	Efficiency	When simplicity is replaced by unnecessary complication
8	$E > (I=S)$	Processing/Managing	When there is insufficient variety and challenge
7	$S > (I=E)$	Controlling/Stabilizing	When there is an absence of control and stability
6	$I > E > S$	Listening/Sensing	When there is an absence of care, compassion, empathy, and listening
5	$I > S > E$	Diplomacy/Mediating/Facilitating	When people fail to "get along" peacefully with each other
4	$E > I > S$	Mentoring/Coaching/Counseling	When there is lack of actual performance productivity or laziness
3	$E > S > I$	Maintaining/Sustaining	When effort is not maintained at levels of high standards
2	$S > I > E$	Organized/Disciplined	When structural and organizational principles are not used and respected
1	$S > E > I$	Planning/Structuring	When there is insufficient advance planning