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# **Clear Direction**

*Manager Profile Report*

Mr. Sample Manager  
October 13, 2009

# Your Clear Direction Profile

**HOW YOU THINK:** This report is about your thinking - which changes depending on what's going on. Stress causes us to use only certain parts of our brains, while most of us are able to use all of our brain when we have no pressure and a lot of sound input. This report covers how you think when your thinking is at its best all the way to how your thinking is when you are under a lot of pressure or stress (which is when everyone's thinking has significant blind spots).

**IS THIS REPORT RELIABLE?** Every valid test has indicators that tell if the results are reliable - Your report reliability is high, which means your results are credible.

**YOUR FOUR DIFFERENT LEVELS OF THINKING** - from ultra-clear to being at risk!

## I. ULTRA-CLEAR THINKING - RELATING

No Stress, No Pressure, Lots of Time, Others to Help You Consider All Perspectives  
This is illustrated on the first page of Section IV

## II. CLEAR THINKING - REFLECTING

No Stress, No Pressure, Lots of Time, Thinking on Your Own  
This is your second best thinking: this is shown on the second page of Section IV

## III. YOUR NORMAL, BIASED THINKING - RESPONDING

Your everyday thinking that you use all of the time and your family and colleagues see daily  
This is your thinking that leads to your personality: this begins on the third page of Section IV

## IV. YOUR "AT RISK" THINKING - REACTING

This is how you use your brain when you are under high levels of stress  
This is when you are most vulnerable to make harmful decisions - all of Section VI

Most of this report covers your "RESPONDING" thinking, which is described in detail in the body of sections II, III, IV and V. This is what people mean when they talk about their "Profile," our own normal, everyday thinking.

I trust this information will help you as it has helped me and thousands of others.



Dr. Robert Kinsel Smith  
Clear Direction, Inc.

P.S. Sample, because your profile indicates that you need to understand how something works before you'll embrace it, we have included an article about formal axiology in the back of this report.

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# INTRODUCTION

## Your Manager Profile Report

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Sample, by taking the Hartman-Kinsel Profile, you have joined tens of thousands of people from more than 25 cultures who have benefited from this process over the last 40 years. What lies before you in this report is both unique and significant.

### The Hartman-Kinsel Profile

The Hartman-Kinsel Profile is not an intelligence test, a personality test, nor an aptitude test; rather the profile describes how you think. Science has confirmed that we think in habitual patterns, which both help and hinder us in making good judgments and excellent decisions.

The Hartman-Kinsel Profile is based on the science of formal axiology, developed by Dr. Robert S. Hartman, who was nominated for the Nobel Prize for his work in 1973. Using transfinite calculus (one of the first mathematical tools to predict chaos theory) Hartman found there were significant patterns in our complex thought processes. He discovered that these patterns produce a map of how a person evaluates information and habitually makes decisions.

People think differently from one another. Axiology is the science of thinking and axiologists study how people think and how they think differently. Axiologists have identified over 15 million valid ways that people think and make decisions. We also know that we have over 40,000 thoughts per day. Most of these thoughts are random, repetitive or irrelevant. Recent research has confirmed that people exercise reflective choice in less than five percent of the decisions they make. That means that 95% of our decisions are made from habit, without reflection. Axiology gives us a way to define and understand our thinking patterns and habits! These patterns involve filtering, processing, storing and analyzing data. They include thinking about situations, discerning the different aspects of things, making judgments and choosing.

The Hartman-Kinsel Profile is the most reliable way to secure our thinking patterns. It has been validated in sixteen different aspects, including: face validity, reliability, construct validity, concurrent validity, bio-medical validity, predictive validity, and the profile is not discriminatory by religion, age, gender or race. For more information you can read about axiology at [www.cleardirection.com/docs/formalaxiology.asp](http://www.cleardirection.com/docs/formalaxiology.asp).

# Your Manager Profile Report

This Manager Profile Report has been designed to help you succeed in your role. The information and categories contained in this report and in the eLessons that will follow will provide an introduction to management, brief summaries of your own strengths and weaknesses, explanations of the six thinking centers people use to think and make decisions, how you think using the six thinking centers, a review of how your thinking centers interact with each other, a description of how you think when under stress, and three different sub-sections designed to help you apply the information found in this report.

As with any instrument, your Manager Profile Report is not a complete description of who you are and should not be considered infallible. Rather, it is an indicator of how you make decisions, what drives you, and how you are likely to think about things and about yourself when you are under stress. This report was created to help you perform and live better. Its recommendations are designed to give you insight specifically about three things:

1. **Make Better Choices:** How you can make better decisions more quickly and reduce the risk of making poor decisions.
2. **Have More Successes:** How you can balance your decision-making and sharpen the use of your most accurate thinking centers as a manager.
3. **Develop Useful Strategies:** Increase your awareness and provide strategies as to how you may become more effective when you're under stress.

# SECTION I

## Effective Managing

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### A Totally Different Job

One of the most difficult things about being a manager, supervisor, or department head is the shift from having your success depend directly on your own efforts and accomplishments to having your success depend upon what others do. When you moved from being an individual performer to managing, you probably were dealing with the same products and services within the same company. But you quickly learned that managing is A TOTALLY DIFFERENT JOB! As an individual performer, your job was essentially to get your work done. Now as a manager you will have to have two very different foci: the jobs that you have to do yourself and the people doing the jobs that you have to oversee. Most likely you have mastered your ability to do your job, otherwise you would not have been promoted to a management position. Now you are going to have to master the people side, which is a much more difficult task.

### Leveraging Your Judgment

Managers are often not aware of why their company or firm really wants them to be in a management position. The purpose of management in an organization is to leverage or multiply a person's higher levels of judgment, leverage a person's ability to keep people focused on what needs to be done, and leverage a person's ability to express and monitor the work of others for desired outcomes. In almost every single management or supervisory position, the benefit to the organization is leverage. Your company expects you to be responsible for more work and more outcomes than you could do on your own. And in order to be a good leverage point for your company, you have to be very effective with all of the different parts needed to get the desired results. In almost all cases the emphasis is on being effective with people even though these others are required: planning, organizing, communicating in ways that lead others to effectively and consistently secure results in their areas, prioritizing, staffing and monitoring productivity, protecting and enforcing company budgets and policies, monitoring and maintaining company values and standards, and providing what employees need on a regular basis to be able to do their work. Hopefully you are struck by the overwhelming emphasis on interacting with others and doing work that leverages or multiplies your efforts because effective managers are people specialists, first and foremost.

## **One Answer Does Not Work For Everyone**

Bosses differ. One boss may view certain behaviors as good while another boss will view the same behaviors as bad. Some bosses want their management to continue to grow professionally by attending training classes while other bosses do not want their direct reports to ever go to training classes.

Secondly, job requirements differ from one job to another. Roles vary as to what is required for the person to be successful in that role. For example, a manager of legal assistants in a law firm may have to be able to work for fourteen days without a day off while a supervisor in a fire department is not allowed to work four days straight. These kinds of differences make it impossible to outline a set of behaviors that will lead to success in every management position.

Thirdly, working environments differ. For example, different groups of people view cooperation differently. In most businesses cooperation is critical for success. People who cooperate succeed and people who do not cooperate are ostracized and end up failing. But in highly competitive environments, cooperation is often an ingredient for failure and would be the last thing your executive team would want to practice or enforce. An example of this is with politicians who are unwilling to cooperate with politicians of other political parties even though they actually agree with each other, because cooperation would ostracize them from their own parties.

The principles directing the choosing of the categories in this report are generally true for people in management roles. You will have to decide whether they are true for your specific role, for you, for your boss, or for a person in your industry.

## SECTION II

### Your Thinking Summary

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#### Strengths vs. Weaknesses

Over the years I have heard managers say, "We are hired because of our strengths and fired because of our weaknesses." While this may not be 100% true, it is generally true. We have our jobs because our employers believe that our strengths match the tasks we have to perform. People who perform well usually keep their jobs and often advance to positions requiring higher-level skills and abilities.

Your normal, everyday thinking profile is illustrated on the third page of Section IV of this report and provides a model of how you think in your normal course of living your life. This model has nothing to do with how smart you are or what kinds of aptitudes you have (memorizing names, remembering facts, figuring out math puzzles, etc.). This model is a detailed overview of how you think about things, people and yourself, and what you pay attention to when you make decisions or choices. You may also find that your thinking model describes important strengths you do have – even if you did not know that you had those strengths or are not using them at this time.

#### Strengths You Have

Sample, here is a list of some of your thinking strengths that are measured by the Hartman-Kinsel Profile that can directly apply to your being an effective manager.

##### High Levels of Passion and Caring For Others

Your profile indicates that you have high levels of empathy and passion. This orientation makes you well-suited to manage people as individuals, care about what is important to them, build personal relationships, and connect with people. Your passion enables you to do the same kind of connecting with your work; with the principles you stand for, and for things to which you commit yourself.

##### Commitment to the Mission and Team

Your profile indicates that you have a natural orientation to be committed and loyal to your company or team. As a manager this means that you will protect the

guiding principles and purposes that everyone has committed themselves to and that you will be loyal to and be protective of your team and all who belong to it.

## **High Personal Standards and Loyalty**

Your profile indicates that you have very high personal standards and a high sense of loyalty to those things to which you commit yourself. This trait is common among effective managers and is the basis for your direct reports being able to trust that you will do what you say, that you will be loyal to them and the team (even behind closed doors), and that you are a model of determination to see things through to the end and sticking to one's beliefs no matter what.

## **A Supportive Leadership Attitude**

Your profile indicates that you have a thinking orientation that causes leaders to be able to be consistently supportive of their direct reports and desirous of those reports' success. Essentially, this means that you have a natural orientation to support others rather than a desire to out do them or get recognition at their expense. This is a key component in managers who excel in developing future leaders, coaching and delegating.

## **Problem Solver**

Your profile indicates that you have a continual desire to know how things work and that you are not comfortable making a decision until you have a good understanding of the implications of that decision. This thinking pattern is also what makes you like to solve problems, because problem solving is figuring out how a thing is broken and then designing a solution in light of all of the pieces or people involved.

## **A Natural Mentor**

Your profile indicates that you have the pattern of thinking that is most common in people who are good mentors and teachers. This pattern includes your natural concern for the welfare of individuals coupled with an optimism about understanding how things work. These together lead to your natural desire to help others understand, learn, and be prepared for the future. This is not only the most common pattern for mentors, it is the most common pattern for managers: people who establish and preserve a sound working environment for others to be successful.

## **A Weakness You Have**

Along with your strengths, Sample, your Hartman-Kinsel Profile is able to measure thinking orientations that can lead to problems or weaknesses. The following weakness is one that your thinking biases support and therefore is likely to creep into your work when you are using your "automatic" thinking and not being careful or deliberate.

### **Prefer To Communicate Only When It's Necessary**

Poor communication is the number one problem that businesses have with their managers. Your profile indicates that you will prefer to have a "no news is good news rationale" which actually can work against you in a management role. Effective managers communicate more than correcting and praising or only when their people have done things 100% correctly. They communicate support and encouragement when their people are discouraged, give practical advice, listen to ideas that probably won't be implemented, and praise employees for their efforts and hard work (even when it's not perfect). Be sure to pay special attention to the description of your thinking concerning your practical thinking and your outer self thinking because others probably need to talk with you and hear from you more than you are inclined.

## **Important eLessons**

This report will be followed by eLessons that will come to your email box once every other week for six months. Each eLesson will briefly cover an aspect of being a manager that is crucial for ongoing success. The following eLessons are the ones that are especially important for you to study because you have thinking biases that can limit your being effective on a regular basis in these areas.

### **Placing People In the Right Roles**

Be sure to give special attention to eLesson #5. It addresses the manager's task of making sure people are in the best roles. Your profile indicates that you will tend to focus on a person feeling good and not experiencing pain, therefore you will tend to ignore what people actually do and what actually gets them to do things. The result of this thinking bias is that you may keep a person in a role that someone else is better suited to fill and not make personnel changes because of how the people may feel.

## Adaptive Nature of Effective Communicators

Be sure to give special attention to eLesson #6. This eLesson covers the adaptive and flexible nature of communicators who are effective. Your profile indicates that you have ideas about how things should be and how people should act. This thinking orientation causes you to believe that communicating should be clear and straightforward. It can cause you to disregard how feelings, the importance of timing, how other issues affect communications, or how the things are said affect what people hear. This combination can dramatically limit your effectiveness as a communicator.

## Clear Direction for Direct Reports

We recommend that you pay particularly close attention to eLesson #7 because it covers giving clear direction to your direct reports. Your profile indicates that you strongly believe in order, accountability and your people being responsible. It also indicates that you will be inclined to be more general in your description of their responsibilities and not as specific or detailed as they will need you to be.

## Directing Others

You will want to give special attention to eLesson #9. It covers directing people which is a management style that you will tend to avoid, even when it is most appropriate and the only effective way to manage a particular employee or a particular situation.

## Coaching Others

We recommend that you give special attention to eLesson #10. It covers coaching, and your profile indicates that this is a method of managing that you will tend to avoid or only do partially. While the explanation of coaching will be simple in this eLesson, it will address your thinking orientations that can cause you to not fully utilize this management method.

## Delegating to Others

We recommend that you give special attention to eLesson #11. It covers delegating which is a management style that your profile indicates you will tend to avoid or only do partially. This eLesson provides a simple checklist that you can use to be sure that you are being thorough when it is best for you to delegate.

## Reviewing Performance

You will want to give special attention to eLesson #13 that covers reviewing others' performance. Your profile indicates that you will avoid this because of your desire to not cause others pain or discomfort. This eLesson will explain why you will want to avoid reviewing others' performance and what you can do to grow in your effectiveness when you review others' performance.

## SECTION III

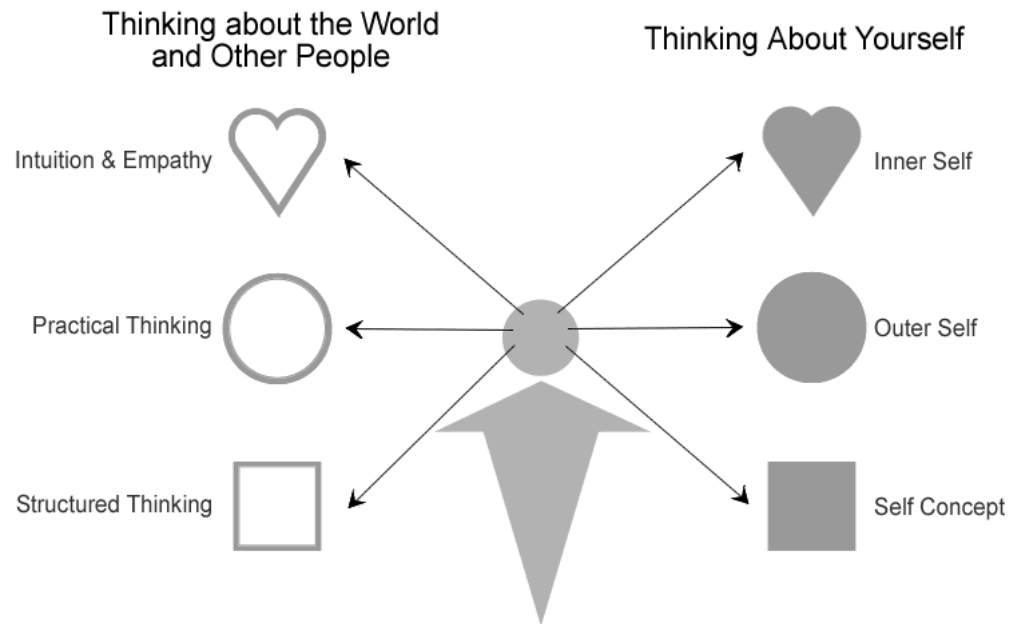
### Intro To Our Six Thinking Centers

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We think, make decisions, and reach conclusions with our brains. Our brains include six different thinking centers that work both independently and interact with each other. This section describes these thinking centers, how they handle various responsibilities, and how they make it possible for us to see and hear, as well as, think about and understand different aspects of the world, other people, and ourselves.

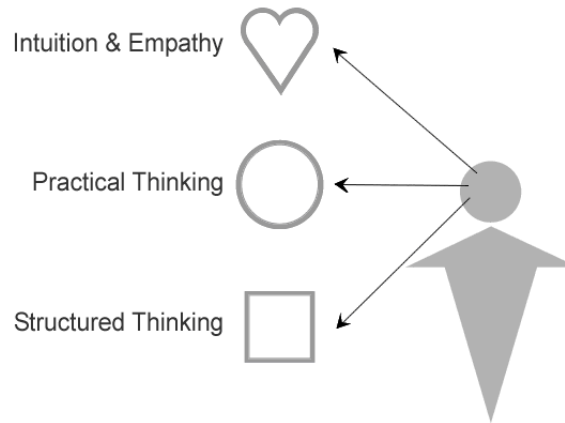
Each of the six thinking centers looks at things in its own way. To understand your thinking, Sample, you will need to know the six different ways that you can think about or know things. We have named each of these thinking centers according to their characteristics and perspectives.

When we think about and make decisions about the world and other people, we use the three thinking centers that we call: intuition & empathy, practical thinking, and structured thinking. The three centers we use to think about ourselves are called: inner self, outer self, and self concept.



# Our Three World Thinking Centers

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## Intuition & Empathy

Sample, this is a way of thinking about other people and the world around you that you used to a great extent when you ranked the profile statements. This is a very important way of thinking when communicating and interacting with others. You will find a personalized description of how you use this and how you will tend to rely upon it too much in Section IV of this report.

Intuition and empathy is the thinking center that gives us the most information about people and situations. It takes into account everything we can discern, visible and invisible, measurable and immeasurable. We often experience this when we use our intuition to make a decision where we have very few facts. For people who have highly developed intuition, they often have “a gut feeling” that will tell them what is the right decision. Usually intuitive decisions cannot be fully explained, we simply have a way of knowing what the right choice is. Although intuition is not infallible, studies show that people who have highly developed intuition find it a consistently reliable source of correct decisions that enrich their lives. This kind of thinking is often referred to as "sensing" or "feeling."

When we use intuitive thinking about other people, it is empathy. This is thinking about the person just for who he is. This is not thinking about what others look like, what their capabilities are, how they sound, or what they say, but this is knowing them personally, feeling their feelings, sensing things as they do, and caring about those things that they care about. Empathy leads us to see people as unique, special, and one-of-a-kind. This allows us to value and validate people in a way that reaches them and is the basis of friendship and intimacy.

People who have highly developed intuition and empathy frequently have a strong

and clear sense of what the best choice is even when the situation is ambiguous. It is also the source of personal connection with others. It enables us to “see” into the feelings of others and create bonds of trust and love.

For illustration of each of the six thinking centers, we will present some of the perspectives that each center generates when thinking as a manager. When using the intuition and empathy thinking center at work we will focus our attention on others' self esteem, feelings and emotions. Does he feel good about himself? Do his colleagues support him no matter what? Are all of the employees being treated with dignity and honor?

When we think intuitively or empathically, we:

- Feel for and connect to individuals personally
- Tend to be optimistic about the value and intentions of others
- Pay attention to others' opinions and concerns
- Know individuals personally and by name
- Care passionately about people, things or ideas
- Personally connect with our work

The symbol for this thinking center is the heart. The heart stands for feelings, passion and compassion. Intuition enables us to sense the unique, intangible elements of a situation. Empathy connects us personally with others. Passion is our personally connecting to and identifying with our work, ideas, and things. All of these are characteristics of thinking with our "heart".



## **Practical Thinking**

This is a way of thinking about the world that you did not use very much when you ranked the profile statements. This thinking enables you to understand very important aspects of our world and of how people interact and make decisions. Even though this is a common orientation, be sure to read carefully Section IV that presents a description of your under-reliance upon this practical thinking.

When we use this thinking center, we think in practical, comparative ways. We think about people and things as either a help or a hindrance to achieve the immediate results we want. Practical thinking is what we use when we compare people to make the best choice. This is how we think when we are deciding which doctor is best to visit, which plumber is the best to call, or which person is the best to hire. This thinking center helps us see people and things according to their usefulness because it directs us to compare people with one another. It also helps us decide when to use a hammer or a screwdriver depending on what task needs to be done. Practical thinking leads to decisions, choices, and actions aimed at getting immediate results.

Practical thinking is associated with common sense. People who are very clear

practical thinkers know how to cut through confusion and figure out what it will take to solve the problem. Practical thinkers are more concerned with progress and results than perfection and understanding. They are continually asking the question, “What is the best thing that can be done right now to get the results?” Sometimes people with this strength are disruptive in large organizations that are focused on following certain processes or procedures, but they are typically invaluable on task forces where progress is essential. Practical thinking also helps us recognize the need to motivate others, persuade them to our point of view or make a decision that will help us achieve the results we are seeking. When the practical thinking center is the dominant style of thinking, these individuals have little tolerance for people’s negative attitudes. They do not tolerate whining and complaining, nor are they patient with over-analysis. They just want to get the job done now.

A manager uses practical thinking when she is evaluating another person's ability to do a particular job. Would he make a good teller, accountant or analyst? Is the company using him at his best position? A manager with a dominant practical thinking center pays attention to others' performances, how different employees compare in their abilities, and whether or not the job gets done.

While using the practical thinking center of our brain, we:

- Act and make decisions
- Involve ourselves in getting practical results
- Think in terms of better and best
- Pay attention to what works
- Are aware of energy, perceptions, and momentum
- View the world and other people as changing, growing and dynamic
- Look at other people in terms of what they do, how much power they have, or whether we want to do things with them

Practical thinking is our window into the real world. People who are practical thinkers tend to pay attention to what is happening, rather than what they think should happen or other kinds of wishful thinking. They respond practically in a crisis and adjust to the changes when things do not go as planned. They tend to be extremely resourceful and unafraid of bad news. They don't evaluate whether what is happening is bad or good, but they think about what they need to do or respond to in order to get the desired results. Therefore, they are hungry to know what is really happening all the time.

The symbol for practical thinking is a circle. Practical thinkers are trying to have a 360-degree view of everything that is going on around them. The circle is also the symbol for a wheel which can represent both practicality and motion. The practical thinker is aware that things keep rolling along and therefore is comfortable making decisions because things need to keep moving forward.



## Structured Thinking

Sample, this is a way of thinking about and analyzing the structured nature of the world and of people. You used this type of thinking to a great extent when you ranked the profile statements. This thinking enables you to understand things and people in terms of ideas, standards, how they fit into categories, principles, and logic. Section IV of this report presents a personalized description of how you use this thinking and how you tend to rely upon it too much.

When we think with our structured thinking center, we think about other people or things in absolute either/or ways. Structured thinkers are interested in rules, laws, strategies, plans, diagrams, formulas, predictability, and certainty. Structured thinking centers are analytical and logical. They like to understand things. They tend to put all data into categories as either true/false, right/wrong, or black/white. A structured thinking center is in use when we categorize people: winners or losers, qualified or unqualified, acceptable or unacceptable. Our structured thinking also causes us to define people as being competent, trustworthy, dependable, or visionary. Often people who are dominated by their structured thinking center have prejudices, which make them predisposed to hire or accept others on the basis of a mental checklist of what is desirable, acceptable or how a person ought to be.

As a manager, we use structured thinking to judge whether or not the employees are doing what they should, in the ways that they should, on time, and under budget. We analyze actions to see if they fit what we believe should be done, if they fit what was agreed upon, and if they fit our plans or schedules. If an employee is guilty of breaking even the smallest rules or expectations, then that employee (according to the structured thinking center) is guilty.

Structured thinkers tend to need as much data as possible before they make a decision. They feel most comfortable when their decisions are based on numbers, logic and facts. When this thinking is dominant, people are often uncomfortable about taking action without being able to defend their position or conclusion.

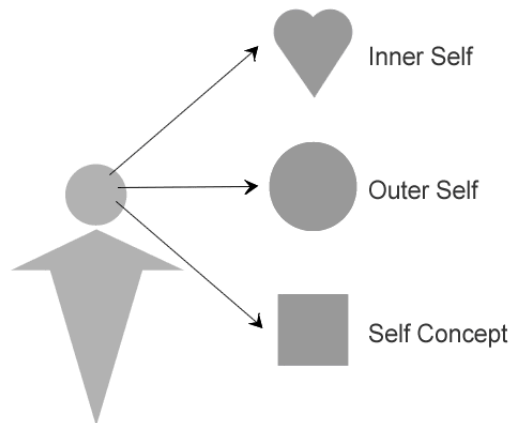
When we use our structured thinking center, we:

- Measure, judge, analyze, critique, and criticize
- Evaluate people according to a list of expectations or standards
- Focus on rules, laws, plans, policies, and procedures
- Need and use logic and reasons to validate decisions
- Think about how people should behave to be acceptable or valuable

The symbol for structured thinking is a box. The box represents order, structure, and being within the boundaries and rules. What is in the box is certain—the way things are done around here, the known facts of the situation, and the rules our family or business lives by.

## Our Three Self Thinking Centers

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### Inner Self

This is a way of thinking about yourself that you did not use very much when you ranked the profile statements. Even though most people have this same orientation, be sure to read the following explanation and read carefully Section IV which presents a description of your under-reliance on your inner self thinking.

Just as we can have empathy for others as uniquely valuable individuals, we can think about ourselves in this same way. When we think with our inner self center, we are aware of our infinite dignity as a person and will spend time and resources growing spiritually and personally. This is the least common way for people to think about themselves because most value themselves for what they achieve, what they believe, how they behave, or for their status. To think about our inner selves is to sense a deep awareness of our value as an individual person, a person with feelings, and whose presence, opinions and imagination have great value and power.

When you, Sample, use your inner self thinking center, you experience yourself as a unique, feeling person. This is often referred to as your soul, your spirit or your being. People who have high clarity on their unique inner self are optimistic, courageous, and resilient. They find it easier to love unconditionally. Since they don't depend on the acceptance of others to feel validated, they are also resistant to manipulation. They are readily able to know what their interests and passions are and what they feel. Inner self thinkers are not afraid to express their feelings, because their feelings have great value. They deal easily with negative feedback because they don't define themselves by how others' respond to them. A healthy inner self is a source of individual courage and autonomy—the ability to make conscious choices consistent with one's inner being and self-selected values.

A manager would experience her inner self at work by enjoying the personal relationships and her personal experience of being part of the team, being with her colleagues, and sensing the depths of life as they are experienced. Being with her friends and the feelings she has when she is with loved ones provides the sensation of being alive and connected.

When we use our inner self thinking center we:

- Feel, experience and pay attention to our own feelings
- Can identify our passionate interests and hobbies
- Spend time and resources on personal growth and spiritual experiences
- Choose friends who affirm and support us
- Exhibit courage and resilience
- Value ourselves as individuals who deserve respect and fair treatment from others
- Are unafraid to make independent choices that are consistent with our unique value as a person

The symbol for the inner self is a solid heart because it represents knowing and valuing your inner self through and through. In essence, this is self-empathy; the ability to sense and feel one's own feelings and being.



## Outer Self

Sample, this is a way of thinking about yourself that you did not use very much when you ranked the profile statements. Even though this is very common, be sure to read the following description and read carefully Section IV that presents a personal description of your under-reliance on your outer self thinking.

When we use our outer self thinking center, we are experiencing ourselves as valuable when we are making things happen, contributing, getting things accomplished, being recognized for how skilled or helpful we are, or when we are seen as being better or more competent than others. This causes us to be aware of and sensitive to how we look on the outside, how we fit in with those around us, and what our actions and accomplishments mean to others. This awareness of our abilities and ourselves in the world we live in gives us confidence that we can do good work, make a contribution, and that our taking action and doing things is a very important attribute.

This thinking center focuses on our outer person, and it causes us to pay attention to our physical attributes, our abilities and how those compare with others. This is the origin of consistent confidence and competitiveness. Most importantly our outer self thinking center enables us to understand our own talents and skills. It is our guide to the job or roles that fit our talents and interests best. It also enables us to use political skills to improve how we or our work is viewed by others.

As a manager, this thinking center focuses on whether we have been effective. It causes us to look around and see if others are noticing us, thinking that we are capable, useful or competent. This thinking center causes us to be very sensitive to anything that may harm our reputations. It is this part of our thinking that evaluates our best role with our people, how others view us, and whether we are doing a good job in that role.

When we think about our outer self, we

- Look at our skills, abilities, and what we are able to do
- Pay attention to our roles and what we like to do
- Watch how others view us and respond to our position or actions
- Care about how we look and how we fit in
- Develop confidence and use our natural abilities to contribute
- Seek recognition for what we do and how we do contribute

The symbol for your outer self thinking center is a solid circle. The circle is the symbol for practical thinking and this is essentially thinking about ourselves from a practical perspective. This represents a deep internal awareness of our skills, talents, abilities, accomplishments and how we best fit and contribute.



## Self Concept

Sample, this is a way of thinking about yourself that you use to a large degree. While this orientation is the most common one, it can lead to unwanted results in your life so be sure to read the following explanation and read carefully Section IV which presents a description of how you will tend to overly rely upon this perspective.

Our self concept thinking center is our mental picture of ourselves. It is the mental idea we hold of how we think we are, how we should be, and what we believe. Our self concept is just that – our ideas about ourselves, what we think we should be, how we would describe ourselves, and the goals and standards to which we hold ourselves. Our self concept produces an “inner critic” that constantly evaluates us and directs us to drive toward our goals. This is where loyalty, commitment and self-discipline reside because consistency and dependability are the ruling principles of structured thinking applied to ourselves.

When we use our self concept thinking center as a manager, we question whether we should be taking time off work to attend our child's soccer games, or conversely whether we are not putting enough time into our work since others are working so hard and such late hours. We find ourselves continually asking the question, “What should I be doing?”. We ask if we should volunteer for a special project, whether we should be late for a meeting, or whether we are doing what other managers should be doing.

When we use this self concept part of our brains, we:

- Direct ourselves according to our values, goals, and expectations
- Focus on how we think that we should act
- Define how we should be and judge ourselves by that definition
- Concentrate on our personal commitments and responsibilities
- Believe that we are good when we fulfill our expectations
- Defend our idea about ourselves, especially when others say that we are not really the way we think we are

The symbol for the self concept thinking center is a solid square. The square represents structure and this thinking centers handles structured thinking about ourselves. This is the part of us that is consistent, disciplined, and directing us to live within the boundaries and rules. This center constantly seeks to define us, give us meaning and hope about our future, and requires that we constantly do what we should.

# Example of Using All Six Thinking Centers

---

The six thinking centers are often all involved in making decisions. Here is an illustration of how a manager's six different thinking centers evaluate things during a business meeting. You will notice that each one has its own perspectives of what is important in the very same situation.



## Intuition & Empathy

- Hi, David. How's your new baby, Sarah, doing?
- Joe was sure hard on Bill
- This conclusion doesn't feel right to me



## Inner Self

- My opinion is important, I better tell them what I think
- I better help him, I can really be helpful to him
- I don't deserve to be treated with disrespect



## Practical Thinking

- We need to make a decision
- He better not disagree with Joe in public
- She sure is worried about the boss missing her contribution
- Let's put together the best team to get this job done



## Outer Self

- I better sit near the boss
- If I am quiet it will look like I know what's going on
- I will agree with Joe because he is the boss
- I wonder what they thought of my presentation



## Structured Thinking

- Someone needs to hold Bill accountable to do what he said he'd do
- We are totally off the agenda and into other topics
- I should not defend Joe because what he did was wrong
- It's not my job to tell him how to do his job



## Self Concept

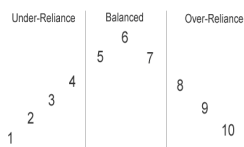
- I must be loyal to Bill, even if he did stab me in the back
- I better be quiet because I'm not exactly sure of what I should say
- I want to be an executive and this meeting can advance that goal
- I should defend Joe because I gave him my word

## SECTION IV

### Your Thinking Profile

Six thinking centers make up the part of the brain that you use when making decisions. In your Profile Report each center is assigned a number between 1 and 10 to indicate how much and how clearly you used that center.

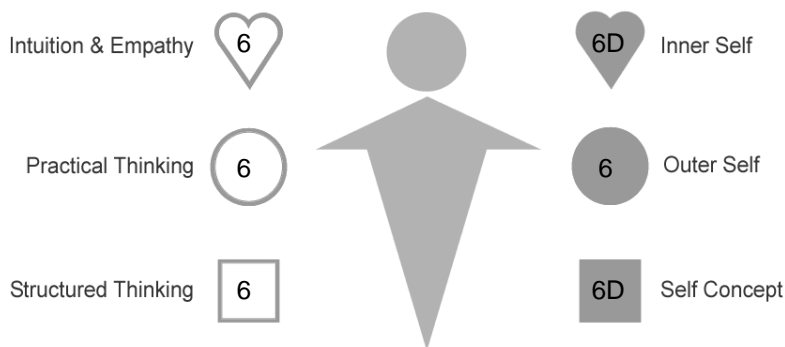
The scoring system is described in the Appendix - the number 6 indicates a balanced and accurate use. Numbers higher than 6 indicate you have a positive attention and you like to use those particular center while numbers lower than 6 indicate that you use those centers less when thinking and making decisions.



*Refer to the Appendix for details of the numeric scoring system*

#### Your Ultra-Clear Thinking. Condition 1: Relating

You are able to think in a balanced and clear way when you are relating and interacting with others in a no-stress, no-pressure context. This is your best thinking, because it is when you are best able to see everything that applies to a situation and then make the most accurate assessment and most appropriate choices. While you have the ability to think this way, you probably do not get to think this way very often and most likely use your Condition 3 thinking most often (your Responding Thinking).



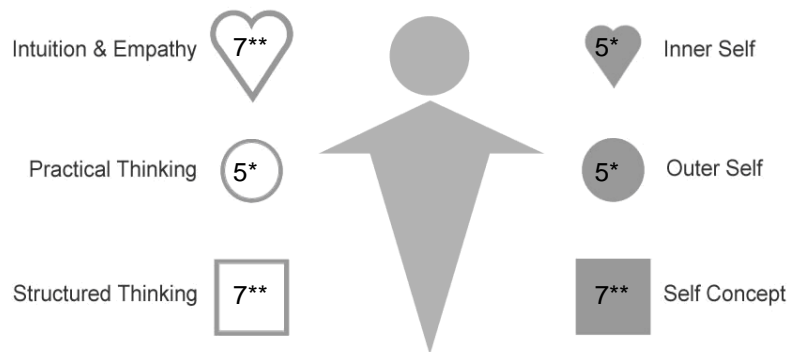
*It is estimated that the average person uses Condition 1 thinking fewer than 2 times a year, and successful people use it more than 12 times a year.*

"D" stands for Difficult. While you are able to use all six thinking centers with balance and clarity, you will need a lot more time and effort to use any thinking center marked with a "D". This will be described fully in the parts that describe your Responding thinking.

## Your Clear Thinking. Condition 2: Reflecting

When you are alone, considering counsel and input others have given you over the years, you are able to think in a fairly balanced and clear way. These are times when you are relaxed and able to think through things in a no-stress context. It may be times where you are preparing to give a talk, preparing to have a difficult conversation, or planning an event.

Condition 2:Reflecting is usually not quite as clear and balanced as Condition 1: Relating. This is because we don't have the active give and take from others, so we will more likely have our own biases cloud our judgment. Again, while you have the ability to think this way, most likely you use your Condition 3:Responding most often.



*It is estimated that the average person uses Condition 2 thinking fewer than 24 times a year, and successful people use it more than 100 times a year.*

\* this indicates, even though you are trying to be balanced in your thinking and do not want to ignore something that is important, you will have a tendency to not use these thinking centers to the degree that is useful. To get a fuller understanding, read the description of concerning your Condition 3: Responding Thinking.

\*\* this indicates, that even though you are trying to be balanced in your thinking, you will have a tendency to rely on these thinking centers too much. Be sure to read the description concerning your Condition 3: Responding Thinking.

## Your "Profile"

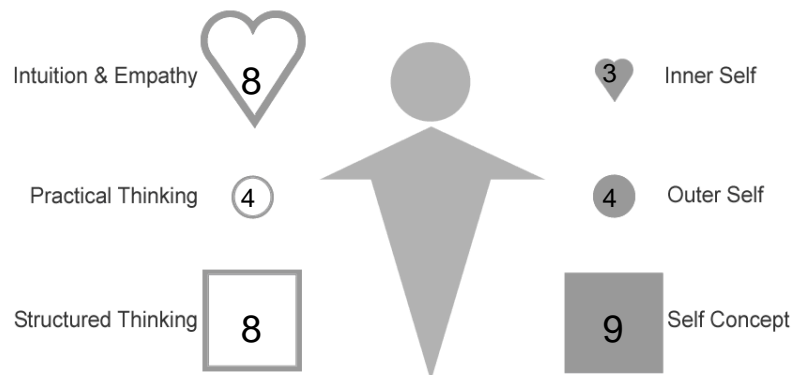
### Your Normal Thinking. Condition 3: Responding

Sample, here is an image of your normal thinking profile. When people talk about their "Profile," this is what they are talking about.

This is a model of how you were thinking when you ranked the tasks of the profile and how you think in Condition 3: Responding, your normal, everyday thinking.

This is the thinking orientation that is most helpful to understand. This is also the thinking profile upon which Clear Direction lessons are based.

You use those centers with high numbers and larger images most. You tend not to use those thinking centers that have lower numbers and smaller images. The rest of this Section and Section V provide further explanations about your particular thinking orientations and scores.



*Most people use their Condition 3: Responding Thinking more than 95% of the time. This is the thinking that most of your family and friends will see on a regular basis.*

Reminder:


Scores of 0-5 = varying forms of ignoring or not using these parts of your thinking.  
Scores of 7-10 - varying degrees of using and wanting to use these parts of your thinking.


# Your Condition 3 Thinking Scores

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## Your Over-Reliance Centers

The following thinking centers are always "on." They are so involved in your thinking that you rely upon them too much. Sample, you are always using these centers and seeing things from these perspectives. This means that you will use these when they are appropriate and will also use them when other thinking centers would lead you to more accurate conclusions.

 8 Intuition & Empathy

 8 Structured Thinking


 9 Self Concept

## No Balanced Thinking Centers

You have no balanced thinking centers at this time in your life. However, by using the thinking centers that you are under-reliant upon, you will achieve more balance in your overall thinking. We only have a finite amount of attention, thus more attention put on under-reliant thinking means less attention will be put on over-reliant thinking. This is a way to help balance your thinking.

## Your Under-Reliance Centers

These are the thinking centers that you most likely do not use enough. You will not rely on these thinking centers or perspectives as much as is appropriate or helpful. You will be inclined to use other thinking centers to make decisions that would be better made using these.

 4 Practical Thinking

 3 Inner Self

 4 Outer Self

# Your Over-Reliance Centers

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These are the thinking centers you most likely depend upon too much. You use these thinking centers habitually so you will think about things, opportunities, and problems from these centers' perspectives. Over-relying on these centers can cause you to depend on these perspectives so much that you become blind to or unwilling to think about things from any other perspectives.



## Intuition & Empathy

You are overly reliant upon your intuition & empathy thinking. This means that when you are thinking about other people, you continually focus on the importance of their personal characteristics, concerns, and feelings. You do not like people to have bad feelings or for you to be the cause of people feeling upset. You connect so personally to things and to your work that you view criticism or rejection of these things as a personal affront. Whether it is connecting to individuals, to things, or to ideas, you value so highly the personal aspects that you can end up defending or protecting them at the expense of other considerations or perspectives.

When you are using this thinking center you tend to ask yourself questions similar to the following:

- Are people being treated kindly and as special individuals?
- Are individuals being treated with empathy and dignity?
- Does s/he feel good about this decision?
- Should I ignore my desires since they may be offensive to this person?
- It's not just my work - it's an extension of who I am!
- Can I appeal to my personal relationship with this person to address this problem?
- I don't think I feel comfortable about this yet - I need more time to get a good feeling about this.
- I cannot discard this, it has sentimental value to me.

You use this aspect of your thinking so much that it blinds you to other important considerations. It can cause you to look for solutions that are personal or individually focused causing you to ignore how practical aspects or structured aspects apply.

Upsides:

- Caring and compassionate
- Passionate and personally involved or connected
- Focused on others

Downsides:

- Gullible or too trusting
- Take things too personally
- Too soft in dealing with others

## Suggestions

Pay more attention to those aspects that your profile indicates you under-rely upon. Listen to wise counsel when it comes to giving others too much benefit of the doubt, being too protective of others, becoming too personally attached, or being so passionate that you lose perspective. You will feel very uncomfortable when your intuition & empathy orientation is balanced because it will require that you be a little less personally attached than you are used to, and incorporate a practical or structured orientation more than you are used to (it will probably feel unloving or uncaring to you).

You can test this new perspective by carefully watching people who are very effective with others but who do not pay as much attention to their feelings or individual personalities as you do. Watching how they interact with individuals can help you see how you can adjust your perspective to attain balance and greater effectiveness with others.

## Additional Information

If you would like further information and explanations about intuition & empathy thinking and about how your intuition & empathy thinking is applied to business and management, you can go to our website and get a free supplement. Your supplement will be specific to your intuition & empathy perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear Direction account at <http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.

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## Structured Thinking

You are overly-reliant on structured thinking, which includes: plans, order, laws, structure, absolutes, concepts, ideals, standards, organization, and logic. When you are thinking about other people or things, this thinking bias will cause you to interpret the world and other people from a perspective of whether they are as you think they should be. This is so strong that it can cause you to be too literal in how you understand others or situations, not be able to see the difference between rules or principles that are crucial and ones that are merely important or helpful, or be too demanding that people fill your preset ideas before you will pay

attention to their feelings or how to be most effective with them. This can cause you to not balance all three world thinking centers, but rather demand that the literal and absolute issues be attended to before any other perspective is even considered.

The following questions or views arise from this over-reliance:

- Why can't this be fixed right now? It should be working!
- Everything is crucial, you can't let one thing slip or be sloppy.
- Is this person acting as he should ?
- Is this person keeping her promises?
- Is this decision in line with our rules, processes, or plans?
- I should be able to demand and require obedience!
- Shouldn't this person be held accountable to her commitments?
- Has someone done a study on this matter?
- Does this make sense, is it logical?
- Problems should not be repeated!

You use this aspect of your thinking so much that it blinds you to other important considerations. It will cause you to look for solutions that include characteristics that are either excessive or inappropriate.

Upsides:

- Structured and trusting of systems
- Favor order, logic, and understanding
- Value consistency, reliability, and standards

Downsides:

- Rigid or overly focused on things being under control
- Too literal or legalistic
- Judgmental and preset in ideas
- Confuse: plans as action, numbers as reality, words as truth

## Suggestions

Set aside time to listen to others' counsel when you find yourself demanding absolute compliance, literal understandings, justifiable reasons, logical arguments, plans, and predictable outcomes. You will often find that it is best for you to consider others' perspectives in order to have a balanced or accurate response. You will feel uncomfortable with a balanced structured thinking orientation because it will feel like you have abandoned or violated logical, literal or absolute value, that things are left undone, that the system is broken, that you are letting things go and that will give others excuses in the future, or that people are being let off the hook.

You can test this new perspective by listening carefully to people who have good

judgment when it comes to these kinds of things and watching how applying their perspectives, loosening up, considering alternatives, or giving more benefit of the doubt can actually bring benefits that your perspective would prevent or inhibit.

## Additional Information

If you would like further information and explanations about structured thinking and about how your structured thinking is applied to business and management, you can go to our website and get a free supplement. Your supplement will be specific to your structured thinking perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear Direction account at <http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.

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## Self Concept

Your over-reliance on your self concept thinking indicates that you have a very strong tendency to think about and evaluate yourself based on whether you perfectly fulfill your ideas, rules, or expectations of how you should be. You so strongly believe that your goodness depends on your fulfilling your own standards, ideals, values, and responsibilities that you think that your value as a person hinges on this. This will cause you to be too idealistic, too dogmatic, or too concerned about perfectly fulfilling your own standards. It will cause you to set your own standards too high, or it will prevent you from gaining satisfaction from progress because you demand perfection.

This orientation can cause you to say the following things to yourself:

- Am I meeting my personal goals?
- Why would I do what he is suggesting? It is not consistent with my own standards or goals.
- Is this choice or opportunity true to me and what I stand for?
- Does this choice jeopardize my future?
- What should I do (without regard to my own feelings or personal gain)?
- Is this consistent with how a person like me should act?
- Am I forgetting something that I promised I'd do?
- How can I be so stupid! I should know better than that!
- If I am going to be late, I cannot be counted on.

You rely on your self concept thinking so much that it can easily blind you from seeing other value that is either appropriate or important. If you are not being viewed according to your own expectations or standards, then you will be unwilling to consider other aspects of yourself until this is fulfilled. This over-reliance can and will cause you to think that being dogmatic, stubborn, or

inflexible is really the best way for you to be.

Upsides:

- Loyal to commitments and responsibilities
- Dependable and principled
- Focused and directed by personal goals and standards

Downsides:

- Dogmatic concerning your ideas of how you should be and act
- Too self-judging and self-critical
- False view of how doing what you should can provide fulfillment
- Allows your "inner critic" to drive you

## Suggestions

A more balanced and accurate view of yourself can be achieved by doing the following:

1. Pay greater attention to those aspects of yourself that your profile indicates you are not attentive. Be self-reflective. Force yourself to determine the difference between those values and beliefs that are absolutely consistent with your inner self from those with which you are most comfortable (grew up with, adopted when you were a teen, etc.).
2. Get counsel from people who know you well and who have good judgment when you are feeling threatened, judged, or guilty. Talk with them about your situation. Their views will help you become more balanced in your perspective.

You can see if these suggestions are sound by listening carefully to people who have good judgment. They will give you sound counsel about how to balance your personal commitments, goals, standards, and taking responsibility with the other aspects of yourself (your inner and outer selves). Their input can actually enhance your perspective and help bring balance to your self concept thinking that you would likely not get on your own.

## Additional Information

If you would like further information and explanations about self concept thinking and about how your self concept thinking is applied to business and management, you can go to our website and get a free supplement. Your supplement will be specific to your self concept perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear

Direction account at <http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.

# Your Under-Reliance Centers

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These are the thinking centers that you do not use enough and that are not working as hard as the ones previously listed. You will tend to not see the perspectives these can bring because you are relying on your other thinking centers to interpret things. There will be times when these thinking centers' perspectives are crucial for you to accurately understand the situation, and it is during those times that your misunderstanding or misinterpretations will cause you to over react, ignore important choices, or do inappropriate or harmful things.

4

## Practical Thinking

Your under-reliant orientation will lead you to ignore the critical importance of practical thinking. You may underestimate the energy and resources required to get things accomplished and to be effective in social situations. You tend to discount the dynamics involved in conversations, persuasion, and decision making. This makes you vulnerable to reach conclusions or make choices that lack practical "common sense." You tend to ignore the effects of timing, discount the importance of how you package your presentation, resist unanticipated changes or surprises, and dismiss the value of people having fun in their learning and work situations.

The following thoughts often result from ignoring this perspective:

- It won't take that long or cost that much to get that done
- I hate to be surprised and caught not knowing something changed
- I should be able to speak the truth and not wait for a certain time to speak or have to do it in a certain manner
- They should do it because that's their responsibility or that it is their job
- I should not have to motivate others to do what they should
- If she is my friend then she will do the right thing
- What are the problems or downsides with this action or choice?

When thinking about the world, things, and other people, your practical thinking will not be part of your perspective. This can cause you to lose the benefits that come from a practical, common sense perspective.

Upsides:

- Cautious
- Not easily conned or persuaded

Downsides:

- Not politically sensitive or capable

- Unaware of what others need in terms of support and motivation
- See downsides of choices instead of seeing opportunities and upsides

## Suggestions

Be sure to remind yourself that when you think something or someone is too practical, bottom-line, political, superficial, pushy, or now focused, that your under-reliance on practical thinking makes it appear worse to you than it actually is. In other words, there is a lot of good that you are not seeing. You will feel uncomfortable when a balanced approach to practical thinking is applied. We suggest that you begin to develop balance by forcing yourself to look for and express the good that can come from others' suggestions, from opportunities, and from change. You are naturally able to see the downsides, so this exercise can help you see the upsides.

You can test this in your life by watching and listening carefully to people who are very effective at interacting with others and at getting things accomplished. Their perspectives and insights can help your perspective and give you benefits that you otherwise would not have.

## Additional Information

If you would like further information and explanations about practical thinking and about how your practical thinking is applied to business and management, you can go to our website and get a free supplement. Your supplement will be specific to your practical thinking perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear Direction account at <http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.



## Inner Self

Your under-reliance concerning your own inner self thinking indicates that you: miss feeling valuable as a unique person, disregard your own inner feelings throughout the course of the day, question yourself about being a great friend to others, or do not listen to your heart to find your great passions. You may be reluctant to ask for what you want or feel you'd like to have.

The following thoughts often result from ignoring this perspective:

- My inner feelings get in the way – maybe I'll get to them later
- It's a waste (compared to other choices) to spend time or money on personal development
- It will be better if I give her a present in return for what she gave to me

- It is not a good time for me to attend a class for my own self-growth
- I don't want anyone fussing over me
- Wow! I lost my temper and I didn't know I was so frustrated

When evaluating yourself or making decisions, you ignore the inner dimensions of your soul or inner being. You discount some of your unique value and therefore miss the value of paying attention to your feelings, of your inner goodness, of how valuable you are to others, or of how much you deserve to be loved and cared for.

Upsides:

- Able to be self-denying and attend to other's needs
- Able to move forward in spite of how you feel

Downsides:

- Not attentive to own inner feelings or desires
- Sensitive to rejection
- Dismiss others' caring about you personally
- Not good at taking care of yourself
- Unclear as to what you most love to do or long to be

## Suggestions

We recommend that you begin or end each day for the next month with a personal review of your feelings, concerns, and passions. Set aside time for quiet, personal reflection. Research indicates that writing down our feelings that we experience during the day increases our attention to our inner self and better sensitizes us to how and when our feelings and desires are appropriate and important. Ask your inner self what you want. Seek to be crystal clear on your innermost desires. You will initially feel uncomfortable when you are paying this much attention to your inner self, but with practice, you will grow more comfortable with this more balanced approach.

You can test this in your life by watching how friends and loved ones include you, celebrate you, and want you to feel good. They see your unique value and do these things because they care about who you are.

## Additional Information

If you would like further information and explanations about inner self thinking and about how your inner self thinking is applied to business and management, you can go to our website and get a supplement. Your supplement will be specific to your inner self perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear Direction account at

<http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.

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## Outer Self

Your under-reliant orientation concerning your outer self thinking indicates that you do not think about yourself or your own value in comparative or practical ways. This can cause you to disregard this aspect of yourself and thereby cause you to miss seeing what you accomplish, the contributions you make in others' lives, the abilities, aptitudes, and gifts that you actually have. It is difficult for you to accurately assess your own abilities. It may be unclear of what job or role is best suited to you. You may also downplay the importance of your physical appearance: how you look, how you act, and how you fit into your social world. When you look at your work, you will tend to focus on what you did wrong rather than seeing what you actually accomplished. When you hear "thank you" or "good job" you may dismiss these as uninformed opinions. You also may not see how people use comparisons to evaluate what you do and what kind of person they think you are.

The following thoughts often result from ignoring this perspective:

- It doesn't matter how I look, people should look at me for who I am on the inside
- Whether I have status or power should not affect how people view me or my work
- I should not involve myself without being invited or asked to help
- I hate the idea that people are evaluating me based on how I compare with others
- It is better to not make waves because I really don't like rejection or controversy
- I should not promote myself or my work – I let them stand for themselves
- I can always improve
- I think I would like to do a lot of different things
- I'm really not that different from others - basically we're all the same

When evaluating yourself or making decisions, you ignore your personal impact on others. You don't see the good of what you do, of how you compare or contribute, or of how your actions and appearances determine how others view you. You will tend to see the world as being fair and that your work and skills will be recognized for their true value.

Upsides:

- Personally cautious
- Not focused on self-promotion or personal rewards
- Able to be supportive of others

Downsides:

- Not able to promote your own work or capabilities when appropriate
- Discount your own contributions and accomplishments
- Don't see how your actions determine others' responses

## Suggestions

Be sure to remind yourself to look at how your actions are viewed by others, what you are good at doing, and what you do that makes a difference. Start each day for the next month with a review of what you want to accomplish that day and how your efforts, abilities, skills, and accomplishments can and do add to the world you live in. Reflect upon your core, unchanging attributes and how you might use them to achieve your goals. Ask others what they think your most outstanding talents are. Listen carefully and watch yourself when you are performing effectively. Become clear about your strengths and talents because this will greatly enhance your ability to put yourself in situations where you can more easily succeed and contribute. You will initially feel uncomfortable when you are applying a balanced approach to your outer self thinking, but with practice, you will grow to be more balanced in your approach.

You can test this in your life by watching how friends and loved ones defend you, compliment you, encourage you, and tell you when you are too critical of yourself. Their input can enhance your perspective and bring benefits that you would not get on your own.

## Additional Information

If you would like further information and explanations about outer self thinking and about how your outer self thinking is applied to business and management, you can go to our website and get a free supplement. Your supplement will be specific to your outer self perspective and will provide you with more suggestions as to how you can maximize your management effectiveness. You can download the supplement by signing into your Clear Direction account at <http://www.cleardirection.com> using your login ID: TESUSR34 and your password: Y6UT34B77.

## SECTION V

### Your Preferences and Thinking Centers' Interactions

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While your six thinking centers can all be involved when you are making decisions, you will tend to use your normal, everyday, Condition 3 thinking most frequently (so you will use some thinking centers more than others). The key to understanding how you think in relation to how others see you act, Roberta, is to understand your preferences in terms of using the six centers and how they interact with each other. Very simply your preferences are the way you want your core values to be lived out. This Section gives a summary of your preferences and how your preferences are consistent with your core values.

Example - Two people with an Empathy and Intuition score of 8:

*Both people have a core value of loving and caring for individuals. But one person prefers to show love by spending one-on-one time with individuals; talking and listening, while the other person prefers to show love by doing something helpful for individuals. Both of these people have a core value of loving the individual, but they differ in how they prefer to demonstrate that love.*

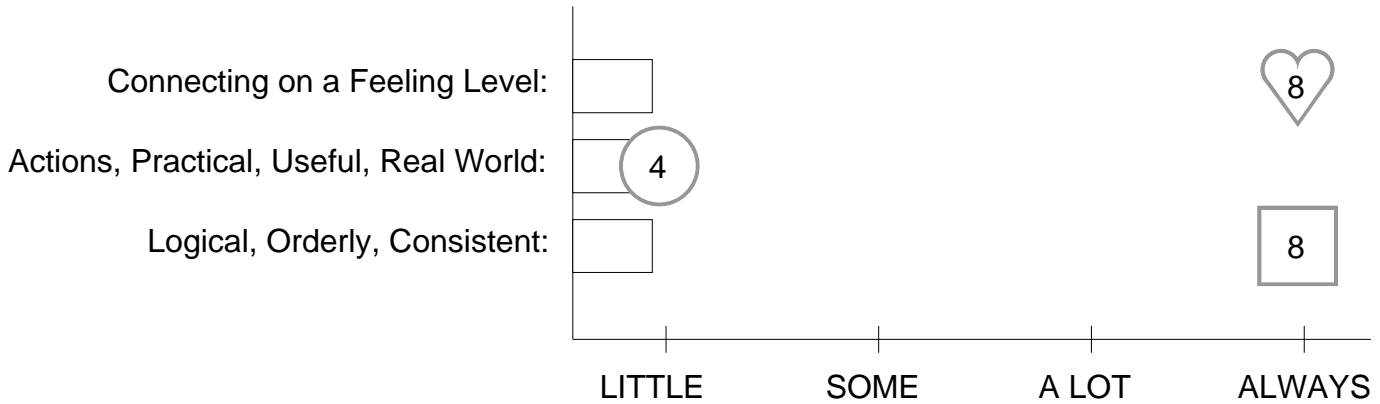
### Your Preferred Ways of Bringing the Best Out

Your entire Profile Report is about your value structure – the core values that you see and that serve as your sources of motivation and decision making. This section is about something different but closely related. It may seem strange at first, but most people have some differences between their core values and how they prefer that those values be realized. Not only do we have a value structure, which illustrates what we value and is the generator of our decisions and motivations, but we have tendencies or preferred ways of acting that can differ from those values. Research has determined that our core values are what are most important in understanding our behavior and decisions. But knowing when our preferences differ from our core values can be very helpful, because others often only know us according to how we want things to be realized (our preferences) and do not see what we really stand for (our core values).

## An Example from Business

A common example in business is when a manager prefers that everything be logical when he actually has a high Empathy and Intuition score. This means that his core values include caring for and about people on an individual basis while his preferred approach to doing business is logical, understanding, reasoning, and being fair. This kind of manager will show that he cares for each of his people by explaining things, making sure people understand, making sure things are fair, and treating each person with equality. When a situation arises where one individual feels he needs to be treated in a special way, this manager may not be willing to do so, even though he cares deeply about that direct report. In these kinds of cases, managers with this pattern of thinking are often viewed as uncaring and distant because they don't use their Empathy to the extent that they actually care.

## Your World Preference Chart: How to Bring the Best Out



*(The position of the symbols represents your Condition III (normal thinking). The length of the bars represents your preference scores)*

### Your Three World Preferences

All three of the preferences have equal weight for you. This means that you are equally inclined to use any of them and therefore are most likely going to demonstrate and use your thinking biases as they are described in the previous Section of this report.

#### Connecting on a Feeling Level (LITTLE) and Your Empathy and Intuition (8 - ALWAYS)

You are naturally attentive to Empathy and Intuition but your preference is to not connect personally or give priority to others' feelings or personal concerns. When a preference does not match its corresponding value (as yours doesn't in this case), people will tend to believe that you don't care about them when you really do. You could conclude from the difference noted here, that you have more empathy and genuine concern for individuals than you are either using or communicating in the normal course of your daily life. In other words, you have more empathy for others and passion for things and ideas than are being used!

#### Actions, Practical, Useful, Real World (LITTLE) and Your Practical Thinking (4 - LITTLE)

Your natural inattention to Practical value is consistent with your preference to not prefer practical, useful, action-oriented characteristics. People will generally see you as a person who is careful about moving forward until the risks have been assessed and that you are guarded when someone promotes something because of its practical or socially acceptable characteristics. As you are cautious about practical values, you are also guarded or cautious when the practical applications

or usefulness are touted.

### **Logical, Orderly, Consistent (LITTLE) and Your Structured Thinking (8 - ALWAYS)**

You are naturally attentive to Structured Thinking but your preference is to not place a lot of merit on things being logical, orderly, consistent or absolute. When a preference does not match its corresponding value (as yours doesn't in this case), people will not see how much you do value rules, order, logic and understanding. You could conclude from the difference noted here that you under use your attention to and reliance upon Structured Thinking in the normal course of your daily life. In other words, you value order, understanding, logic, and sound thinking more than is being realized!

## Your Self Preference Chart: How to Bring Your Best Out



*(The position of the symbols represents your Condition III (normal thinking). The length of the bars represents your preference scores)*

### Your Three Self Preferences

All three of the preferences have equal weight for you. This means that you are equally inclined to use any of them and therefore are most likely going to demonstrate and use your thinking biases as they are described in the previous Section of this report.

#### What I love and feel (LITTLE) and Your Inner Self (3 - LITTLE)

Your preference does not differ from your general profile score, therefore we can assume that your preferences are consistent in how you discount or ignore your Inner Self. Your discounting of who you are as a feeling person will also be demonstrated in your not preferring to acknowledge things that you love or feel passionate about. This means that, as a rule, the description in your profile report will be what others see on a consistent basis.

#### Doing, liking, initiating, useful (LITTLE) and Your Outer Self (4 - LITTLE)

Your preference does not differ from your general profile score, therefore we can assume that you are consistent in what you value and in the ways that you prefer to act and be acknowledged. Your tendency to undervalue what you are on the outside (your Outer Self) will be consistent with how you act and things you favor. This means that, as a rule, the description in your profile report will be what others see from what you do, what you choose, and the kinds of things you prefer.

## **Planning for yourself, being logical, committing to things (LITTLE) and Your Self Concept (9 - ALWAYS)**

Your preference differs from your general Self Concept score. While your Self Concept score indicates an overall attention to this part of yourself (that is described in the previous Section in this report), your preference score indicates that you do not want to “do” this part of your thinking. This could mean that you have a strong sense of where you’re headed and your commitments but you don’t want to plan your own future or determine what direction you should take. You will want to be responsible and clearly-directed but you most likely do not want to be the one who decides on that direction or to what you will commit yourself.

# Your Thinking Interactions (Your Normal Thinking)

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## They Can Agree

Your thinking centers act like independent people serving on a committee. Sometimes different centers agree with each other even though they arrive at their conclusions from different perspectives or by considering different aspects of the same situation.

You rely upon both your intuition & empathy and structured thinking. For you to conclude that a particular choice or decision is good, both of these thinking centers need to agree. The decision or choice has to make sense in order to satisfy your structured thinking and it has to feel right or help other people to satisfy your intuition & empathy. So if the choice is logical and legal and it feels right or helps people, then these two centers will agree and you will think it is a good choice.

An example of your combination is seen in people who like to teach others. Teaching helps people, and teachers have a strong feelings about the benefits of knowledge and understanding. So for teachers, both the empathic concern for others and a focus on the benefits that come from providing knowledge satisfy their intuition & empathy and structured thinking centers.

The thinking centers that need to agree for you to think a decision is good are those that you rely upon and use. Yours include:

Intuition & Empathy  
Structured Thinking  
Self Concept

## They May Wait For Another Center

Sometimes all of the thinking centers that you rely on do not reach their conclusions at the same time. In these situations, you may have two or three centers that you rely upon, but one of them reaches conclusions more quickly. This will usually be the case when one center has a score of 6 or 7, while another center's score is 8 or 9. The centers that have scores closer to 6 usually reach conclusions more quickly than those farther away from 6. When this is the case you will delay making a decision until all of the thinking centers that you rely upon have reached their own conclusions. Be aware that, in some situations, delaying decisions because of thinking biases can create more problems that otherwise could have been avoided.

## A Common Example

A very common example of this is for managers who have an intuition & empathy score of 8 and a structured thinking score of 7. When these people are deciding about buying a car, they need to have both of these thinking centers satisfied before they are comfortable with their purchase. The structured thinking center will cause the person to define what different characteristics are essential for a car to be a good car (safe, reliable, some return on investment, superior repair history, etc.). Therefore, the person will have clear ideas of which cars are good cars and which cars do not fit that definition. But this person's intuition & empathy thinking is not as quick to reach its conclusions (it is farther from a score of 6). This person will drive different cars that are on the list made by the structured thinking center. Then after a test-drive, the person still (even though no more data is needed) is not ready to buy the car. In this case, the person does not need more information but he still needs to feel good and "get to know" a particular car. This person will delay making a decision because his feelings must be satisfied. Satisfaction for this person comes from spending time with a particular car, seeing it more than once, touching it, driving it, and growing comfortable with it. Only after that person feels close to and associates personally with that car is he ready to buy the car.

## Why Your Centers May Wait

Sample, the following are examples of perspectives that you may have based on the interplay between your different thinking centers. While these examples may not be exactly true for you, they are consistent with thinking orientations that you have.

An intuition & empathy reason to delay:

I need to get a better feeling about this before I am comfortable with the choice or decision. It doesn't feel right to me yet (note the example above about the person's need to get a feeling about buying a car).

A reason to delay based on my under-reliance on my practical thinking:

I am not comfortable yet with the risks or possible failure of this action. Let's wait a little longer to get more comfortable about what might happen.

A structured thinking reason to delay:

I need more information or more time to see how this makes sense or fits with our goals before I can agree to the decision. I don't yet see how it fits in with what we know, and we need to be careful when agreeing to changes or something new.

A reason to delay from my under-reliance on my inner self:

I don't want to have to face any opposition about this, so I need to be sure others agree with me before I'll go forward.

A reason to delay from my under-reliance on my outer self:

I'm not sure I want to take this risk. The outcome is not certain, and I don't want to have to deal with any objections or the consequences if it doesn't work out.

## **They May Disagree or Fight With One Another**

Any thinking centers that you rely upon, Sample, can also disagree with each other and end up leaving you in a dilemma. Each thinking center handles different characteristics and therefore they can be looking at the same things and reach different conclusions.

### **A Common Example**

A common example of this is when a person's gut feelings give him a sense that he should not trust a certain individual (intuition & empathy), but he has no factual reasons why he should not trust the person (which is what his structured thinking center needs in order to be convinced). His structured thinking center may even come up with arguments why he should trust that person (the person promised to pay back the loan, he has the agreement in writing, the person has been faithful in the past, a reputable organization has endorsed this person, etc.). As a result, he has a disagreement going on in his thinking. He feels like he should not trust the person even though he has a number of rational and logical arguments why he should.

Whenever we have thinking centers that we rely upon, we have the possibility that they will disagree or fight with each other. In most cases, you will find that it is hard to be comfortable with your conclusions when your thinking centers do not agree with each other.

Sometimes you will find that a thinking center has an opinion but it is not really relevant to the situation. In these cases, it is good to ignore the input that really does not apply. An example of this is when an older brother promises to take his younger brother to the park. When it's time to leave for the park, the older brother does not feel like going. In this case it is appropriate for the older brother to pay attention to his self concept thinking (his commitment) and ignore his outer self thinking (he has something else he'd rather do). Axiology provides us with a framework to figure out which thinking centers are relevant and which are not, so it can be very valuable to learn axiology or very helpful to ask for advice or counsel from a person with good judgment.

## Why Your Centers Will Disagree

Sample, your six thinking centers have different perspectives and therefore have different reasons for fighting or disagreeing. Below are short examples of some reasons that your thinking centers will fight or disagree with other centers.

Your dependence on intuition & empathy:

- It doesn't feel right
- It will hurt his feelings
- She's my friend

Your inattention to practical thinking:

- It's too uncertain - it's too risky
- You don't need to decide today
- Decisions based primarily because of perceptions are not good

Your dependence on structured thinking:

- It doesn't make sense - you don't have good reasons
- We've always done it this way – this way is proven to work
- It's the policy
- Because this is what we agreed to

Your inattention to inner self thinking:

- I don't want to be singled out
- My feelings don't make any difference in this matter
- I won't because it's likely I'll be rejected if I do that

Your inattention to outer self thinking:

- I don't want to have stay involved when it's another's assignment
- I should not have to promote myself or my work
- It was a team effort, my contribution should not be singled out
- It should not matter what I look like on the outside

Your dependence on self concept thinking:

- It is not consistent with my values or principles
- I cannot agree to that because I gave my word I wouldn't
- I should do this, no matter what it takes
- I should never quit

## They May Overpower Other Centers

When one thinking center overpowers another thinking center, bad choices can result. This can lead you to ignore an important perspective. The opposite way of looking at the overpowering interaction is when a less-reliant center actually ignores its own perspective and ends up supporting another thinking center's conclusions. In this situation, the center that is not bringing its perspective ends up reinforcing one or more of the other perspectives that the other centers bring.

This ultimately has the same effect as if the stronger one is overpowering the weaker one.

Any center can overpower another center because we have varying degrees of stubbornness concerning different viewpoints or different issues. The centers with the strongest viewpoints are usually the ones that have scores farthest from 6, with the 0-3 range indicating more skeptical views and 9-10 range indicating more insistent views.

The following sections are brief descriptions of how some of your thinking orientations overpower other thinking orientations.

### **Your intuitive & empathic thinking overpowers your practical thinking**



Your thinking profile indicates that you are less attentive to practical thinking than your intuition & empathy. This means that you will focus on who others are and their feelings and pay less attention to what they actually do or the results of their actions. Because you focus on the person's inner goodness and see potential because of the goodness that comes from their being an infinitely valuable person, you will feel that you have to make excuses for their bad behaviors or failures, you will miss seeing how they actually act when they act badly, or you will overbelieve in their capabilities. You mistake their positive potential with their actual performance.

This thinking leads people to wrongly conclude: "My personal relationship with this individual is strong enough that he will care about me and want to do what is best." "He didn't mean to hurt my feelings, he's really a nice person."

You can bring more balance to this overpowering of your practical thinking center by your intuition & empathy center by paying attention to what people actually do, looking carefully at the effects of their actions on others and the world they live in, and realizing that your feelings are going to want to protect other people when your practical thinking is evaluating them. This is not to say that it is appropriate to no longer care about, believe in or be empathic towards others. It is to say that your practical thinking center's surrender to your intuition & empathy center can cause you to reach conclusions about others' capabilities and the goodness of others that really are not true.

## Your intuitive & empathic thinking overpowers your inner self thinking

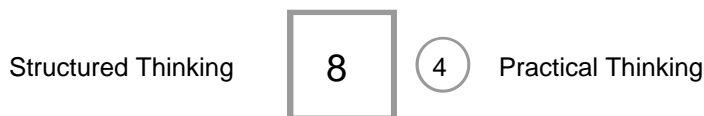


Your thinking profile indicates that you are less attentive to your inner self than your intuition & empathy. This means that you will see good in other people while ignoring some of the good in yourself as an individual. This can lead you to depend on others' opinions and need their acceptance while ignoring your own feelings, opinions, and inner self. It also can cause you to feel at ease when others are comfortable or when you are preventing others from being unhappy.

This thinking leads people to wrongly assume: "We should do what she wants to do, and I should not say or consider what I feel."

Balance this overpowering of your inner self by your intuition & empathy by paying more attention to who you are, how you feel, and how you deserve to be honored and treated with dignity. Realize that your tendency is to want to protect other people's feelings and inner dignity when you begin to ask yourself about what is good for you, what you want, and how you feel. This is not to say that it is appropriate to no longer care about, believe in or be empathic towards others. It is to say that your inner self thinking center's surrender to your intuition & empathy center can cause you to dismiss the real and important inner value of who you are or your innermost desires.

## Your structured thinking overpowers your practical thinking



Your thinking profile indicates that you are less attentive to practical thinking than your structured thinking. You mistake your concept of how things should be for how things really are. This means that you filter reality to fit your viewpoint or agenda. You will tend to focus on how you believe others should be, how they should act, and the value of planning, logic and intellectual understanding. Therefore, you will tend to miss how people and things actually are, what it actually takes to get things done, the importance of how and when things are done, and what actually works with people. Your thinking will cause you to focus on how things should be instead of responding and effectively adjusting when faced with how things are. This imbalance can also cause you to focus on others doing things because they "should" and ignoring those motivations that cause them to "want to."

This thinking leads people to wrongly assume: "It should not take that long." "I should not have to do that to get them to do their work." "He said he will do it so I can count on him!"

When you bring more balance to your interaction with others and your expectations of others, you will mistakenly feel like you are abandoning important values, principles or standards and becoming manipulative, superficial, or social. You can become more balanced by paying attention to what things work with others; how to get them to do what you want them to do. You can temper your ideas of what should be required to make things happen by paying attention to what it actually does take (time, energy, efforts, repeated reminders, etc.) to get things accomplished or to motivate others to act. Take comfort in the knowledge that becoming more realistic will make your idealism more practical and will bring it from your head into the world you live in.

### **Your self concept thinking overpowers your outer self thinking**



Your thinking profile indicates that you are less attentive to your outer self than your self concept. This means that you will focus on your own standards, goals, principles and responsibilities to such a degree that you miss the importance of your actual accomplishments, how you appear, and that others evaluate you by comparing you with others. Your thinking will cause you to focus on making sure that you evaluate yourself according to your shoulds, doing what you say you'll do, perfectly meeting your standards, and thereby ignoring the good you actually do (when it's not perfect). You will have difficulty seeing how you actually contribute (because it is what is expected anyway) and what you enjoy doing (because you are doing what you should). You will miss seeing the talents you actually have, because you continue to focus on the abilities you have in light of your need to use them to achieve to your ideal standards.

This thinking leads people to wrongly assume: " I should never quit, no matter what the personal cost." " I should not feel good about a compliment or award if I did not do the task up to my standards." "I should always try to improve."

When you bring balance to these two perspectives, you will sense that you are being irresponsible and denying who you are because you will be acting contrary to the concept you have of yourself. Bringing balance does not mean abandoning your principles, values, commitments, standards, and responsibilities. It does mean that you begin to pay more attention to the value of your efforts and skills – your actual accomplishments. You will see that how you compare and appear to

others makes a difference in your effectiveness, and you will realize how your actions and inactions affect the outcomes in your life and others' responses to you.

## Your self concept thinking overpowers your inner self thinking

Self Concept

9



Inner Self

Your thinking profile indicates that you are less attentive to your inner self thinking than your self concept thinking. This means that you will focus on your own standards, goals, principles and responsibilities to such a degree that you miss the importance of your feelings, authentic values, and experiencing of life in its infinite, spiritual, passions, joys, and loves. Your thinking can cause you to focus on making sure that you evaluate yourself according to your shoulds, doing what you say you'll do, and perfectly meeting your standards. These can be so strong that you will miss seeing the good in who you are or receiving unconditional love when it is offered (even when you don't do what you should). You may miss some of your joyful interests and passions that are some of your highest values, because you fear that they may interfere with your acting responsibly.

This thinking leads people to wrongly conclude: "I deserve to be loved when I am meeting my own standards and fulfilling my commitments." "How I feel should have no bearing on whether I do what I said I would do."

This means that you will tend to confuse your idea of yourself with your true, inner self. It will be difficult for you to feel that you are a person who has separate value unless you are doing as you should. This can inhibit your ability to know yourself in a deep, feeling way. It can restrict your knowing about what you feel passion or what truly brings you joy. Instead your focus will be on the imperatives of your self concept which speaks to you through an inner critic, driving you to judge yourself based on whether that critic's standards have been perfectly met.

When you bring balance to these two perspectives, you will sense that you are being selfish or self-centered because you will be giving place to your feelings and dignity as a person along with your being responsible, dutiful, and loyal to your ideals and standards. Bringing balance does not mean abandoning your principles, values, commitments, standards, and responsibilities. It does mean that you begin to pay more attention to what you love experiencing life in the moment. It is very common to see people who think about themselves as being a certain way (I'm a happy person - I'm a loving father), when in fact they are quite different (they are angry – they are a hyper-responsible, emotionally-distant father). This happens when their self concept thinking overrides their inner self thinking so much that their self concept does not accept input from their feelings

or inner person. This results in their maintaining a definition of how their being a "happy person" even though they see life as serious, full of responsibilities and duties, and never really laugh or cause others to laugh.

## SECTION VI

# Your Thinking Under Stress - Condition 4 Thinking

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Everyone's thinking is limited when they are under stress. It is important to know specifically how your thinking, Sample, is affected when you are under a lot of pressure. When we are under stress, we use a limited number of thinking centers. This causes us to misinterpret what is going on, make errors in judgment, or ignore important factors. We often feel very strongly about our positions and conclusions, only to realize later how limited our perspective really was.

## Examples of Stressful Situations

### At Home

- Taking care of little children all day long
- Coming home exhausted at the end of a long, hard day
- Taking care of a sick parent or loved one
- Not being able to help a loved one

### In Relationships

- Confronting another person face to face
- Having to defend your position when attacked
- Doing something for someone you admire greatly
- Having to disappoint a friend
- Turmoil or uncertainty in a close, personal relationship

### At Work or School

- Having to perform well when others depend on you
- Having to make a decision when you only have a few facts
- Speaking in front of a large group of people
- Being in a boring job for a number of months
- Facing an important project or test

### In General

- Having very little time to get ready for something
- Something you need breaks when you go to use it
- Being on the witness stand in a court of law
- Being out of work or having financial pressures
- Waiting for the results of medical tests

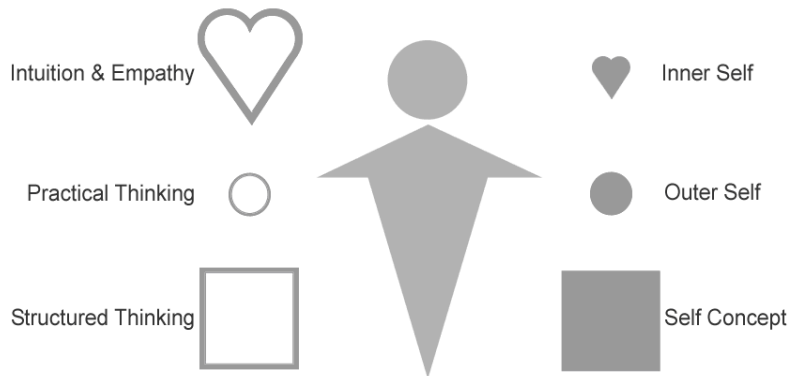
*"Stress affects our body's chemistry in several ways; our immune system is impaired, we lose our peripheral vision, and we lose our ability to think broadly."*

# Your Stress Profile

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## Your Normal, Condition 3, Thinking Profile

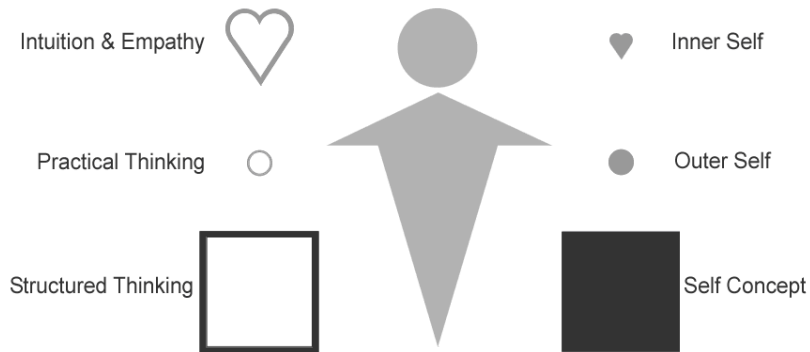
How you use the six thinking centers on a regular basis is represented by this image. This is the same image that was explained in Section IV of this report. It represents how you were thinking when you took the Profile. We have included it here so you can compare it to your "Stress Profile" below.



*Notice the differences in size between the two diagrams. These differences are explained on the following pages.*

## Your Stress, Condition 4, Thinking Profile

The image below represents how you, Sample, will most likely think and focus when you are in Condition 4, under stress. When you are under stress your thinking biases become more extreme. This increases the likelihood that you will do things that you will regret later because you are thinking about the situation from such a limited perspective.



## Your Condition 4, Under Stress Thinking

Under stress our strong thinking centers can become weaknesses because we overuse them. Stress creates blindness, leading us to not use our full thinking capacity, which can impair our judgment. Your large stress profile symbols illustrate how you go from "using" these centers in normal thinking situations to "demanding" that they are used when under stress. Your small stress profile symbols illustrate how you go from being likely to include these perspectives to a "significant disregard" or ignoring of these when under stress. This image and this section of your report are designed to help you see and understand how you are vulnerable when under stress to make errors in judgment, confuse what other people mean, and decide to take actions that you will later regret.

The thinking centers represented by the large, dark symbols (hearts, circles, or squares), demand they be satisfied before any other thinking is considered in the decision making process. The very small symbols indicate that you probably don't use these thinking centers when you are under stress. Under stress, your over-reliant thinking centers overwhelm your under-reliant centers, which leads to your seeing or thinking about things from very limited perspectives. This is why you will do things when you are angry or stressed out that you regret later. When under stress you (and everyone else) think with your big image thinking centers and lose the benefits of the perspectives and understanding that are provided by the centers represented by small images. It is not until you are free from stress that you are able to use all of your thinking centers and see the situation from a more accurate and comprehensive perspective.

### What You Need and Demand

The thinking centers that take over and must be satisfied when you are under stress are: your structured thinking, your self concept thinking.

When your structured thinking center takes over, it demands that:

- Others do what they should & be held accountable for their actions
- Things work when and how they should
- Things be brought to closure and be settled – no loose ends
- Decisions and choices be supported by logic and reasons
- Problems be fixed and not come up again
- Everything be set, in place, working - no room for "good enough"
- The world be safe, reliable, and 100 % trustworthy

When your self concept center takes over, it demands that you:

- Not make mistakes
- Perform according to your standards
- Do what you said you would do
- Fulfill your expectations, even if you could not describe them beforehand

Be trustworthy, dependable, loyal, and responsible  
Perfectly fulfill what you expect of yourself - no matter what  
Strive after your own goals

## What You Pay Some Attention To

Your intuition & empathy center is "on" but not super strong. You will focus your attention on:

- The importance of others' feelings
- The value of keeping people informed and included
- The power and insight of others' concerns
- The rightness of intuitive feelings that do not have reasons
- The infinite dignity of every individual
- How love is more powerful than law, logic, or duty
- How important it is that others feel good about things

## What You Don't See When Under Stress

When your practical thinking center is blind under stress conditions you will discount:

- How people form their perceptions and impressions
- That timing, perceptions, and energy affect the choices people make
- The importance of getting others to want to do what needs to be done
- The critical nature of timing and acting/deciding in a timely manner
- How power, influence, and perceptions do make a big difference
- The fact that the world is a changing world and has some uncertainty
- That things that work are not always fair or equal

When your inner self center is blind under stress conditions you will ignore:

- What you genuinely desire
- That it is appropriate for you to be celebrated and valued
- What you love and what you are passionate about
- Why you deserve to be treated with dignity and given attention
- The value, importance, and power of your feelings
- Giving time or resources to your own personal/spiritual growth
- Resist letting others care for you without being able to give in return
- The value of your opinions and concerns

When your outer self center is blind under stress conditions you will discount:

- The honor and recognition you deserve
- How good you are at what you do
- The value of your accomplishments
- How your being present can and does make a difference
- That your work can be very valuable even when it's not perfect
- How your actions determine how others respond to you

Having fun or celebrating victories

## Stress Strategies

Sample, you can use two different kinds of strategies to reduce the stress in your life and limit your stress-related errors in judgment. The first are "Preventative Strategies." These involve adapting your behaviors to prevent stress from ever appearing in the first place or to reduce the likelihood of having to make a decision under stress. The second are "Responsive Strategies" which limit the negative effects of stress when you are forced to think and make decisions when already under pressure.

### Preventative Strategies

- ✓ Minimize the stress in your life by reducing your commitments and involvement, so you can give concentrated attention and time to the things that are most important. Fill that time by paying attention to those aspects of yourself and others that you normally would avoid (your thinking centers that have scores below 6). Also, make sure that you are taking care of your body physically; getting appropriate and regular exercise, taking time for personal growth, and doing things for others who are less fortunate than you.
- ✓ Minimize the likelihood that you will have to make decisions when under stress by coming up with strategies that work for you. Some people say,
  - "It would be better if I come back to that after I have had time to think about it by myself."
  - "This seems to be more important to you than it is to me. Tell me again so I get a better picture of what I am missing."
  - "Could we discuss this at another time? It would be better for me so I can fully understand what you mean."

### Responsive Strategies

- ✓ Learn to become aware of stressful feelings, and as soon as you feel them employ safety strategies that will help you make better decisions. These can include: seeking counsel, expressing to others that it would be better for you to address the matter later, or telling yourself that your feelings are real but they are not necessarily giving you an accurate indication as to how broken things actually are.

- ✓ When your structured thinking center is demanding that things work you might tell yourself, "My profile indicated that I need things to be working and not broken. Although things are not going as I think they should, they are not as bad as they feel. This anxiousness is strong but probably not an accurate indication of how bad things really are. They will be fixed in due time and I must remember that life is more than everything being in order or working perfectly."

If your structured thinking center is demanding that someone do what you expect him to do, you might tell yourself, "My profile indicates that I set very high demands for others. This person is not performing how I think he should so I'll have to get more involved. My expectations are not being met, but I also want to have things work out well, so I'll continue to do what I can to be part of the solution, even though I believe this person should be carrying more of the load."

- ✓ Keep in mind that your demanding self concept thinking center often requires standards or principles that have come from unreliable or biased sources. It will also cause you to view these principles and standards as being so much more important than any other aspects of yourself.

When your self concept center is demanding that you reach your goals, you may ask yourself, "My profile indicated that I am overly demanding of myself. Exactly how should I define success in this situation? Where did I get these standards I have set? Are they realistic? Are they ones that are so accurate that I'd suggest others set them for themselves? What am I losing if I continue to drive myself this way? When I think about them, do I really see them as so valid and important that my own life or usefulness could be wiped out by them?"

When your self concept center is demanding that you not vary from what you think you should do, ask yourself, "My profile indicated that I cannot readily tell the difference between commitments or standards that are essential from those that are merely important. It feels absolutely essential that I do what I said I would do, but am I jeopardizing more important things to fulfill my word? Am I risking an important relationship? Am I risking my own health? Am I actually risking my reputation and being a person of lower character by sticking to these values or standards that seem so important to me at this time?"

## SECTION VII

### Going Forward

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This section includes two parts that we have designed to help you make use of the profile information.

The first part is an Effectiveness Summary that does two things. It provides you with information about yourself in relation to work matters and secondly, it provides an outline that you can use to have meaningful conversations about your work situation with the person to whom you report.

The second part is an introduction to the eLessons that you will receive electronically over the next six months, what you can expect from them, and suggestions as to how you can maximize the benefits you gain from these.

#### Your Effectiveness Summary

This summary has been designed for your own review in an attempt to help you develop a clearer understanding about the work conditions that increase and hinder your effectiveness.

When this section is combined with the information in Section IV, many managers are better able to understand their own strengths and what they need to maximize those strengths. This section has also been designed to serve as a communication tool that can direct meaningful dialogue between you and the person who affects the work environment, or leads the department.

#### Review the List

Different conditions work for different people. Below is a list of different conditions that have been identified from your profile as important for you to be most effective at work. Even if you do not work in a firm or corporate department, this review can be helpful for you to develop a more accurate understanding of what you need to be most effective in whatever you do. Use this summary to develop an accurate view of yourself so you can make better choices for your future work successes.

1. Read the list, think about what the different statements would mean for you at work, and check whether you agree that the statements are; true about you,

partially true, or not true about you.

2. Then think about your present work situation and decide whether the descriptions are true or not true about your work situation.

3. If a particular condition is not being met to your satisfaction, jot down why you believe the particular condition is not being met on the lines provided.

## **Review With a Leader at Work**

Because some leaders get defensive in conversations that concern their performance and others feel awkward talking directly to people, you will have to use your judgment as to whether using this summary will be helpful or not helpful. If you believe it will be helpful, then do the following:

1. Fill out your responses to all of the statements and the final commitment page in this section.

2. Set a time to review this summary and your conclusions with the person to whom you report. With some bosses, it will be much better if you make a copy of your completed Effectiveness Summary and submit it to your boss a couple of days before your meeting.

3. Use this Effectiveness Summary as an outline for your discussions with your boss. It can be very helpful in keeping the conversation focused and on track concerning what you need and what you are willing to do to be the most effective at work.

# Effectiveness Summary Worksheets

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## Working With Other People

I work best when I have regular contact with my colleagues. This includes working with or around people, being kept informed, feeling like I am included in the things that matter to our success, and working in a kind and caring environment.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- The above is not true about my work situation.
- The above is an accurate description of my present work situation.

Comments: \_\_\_\_\_

I like to help others and do not want to have to confront others, cause them to feel awkward, or cause them pain.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- This is not true about my work requirements.
- This is true about my present work experience.

Comments: \_\_\_\_\_

I do not want to have to promote myself or my work in either a political environment or in a self-promoting manner. In other words, I want to do a good job and have my contributions be recognized and valued without my needing to point out to others what I have done.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- This is not true in my present context.
- My work is recognized without my needing to promote it or myself.

Comments: \_\_\_\_\_

I like to be given opportunities to teach, mentor, or train others.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- My work situation does not presently provide me such an opportunity.
- I do have this opportunity.

Comments: \_\_\_\_\_

I like to interact with others in ways that I can teach, mentor, or train them. I get a sense of fulfillment from equipping others to succeed. While this does not necessarily mean that I should be a teacher or trainer, it does mean that I do like to help others understand, learn, or be prepared for future successes.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- The above is not true about my work situation.
- The above is an accurate description of my present work situation.

Comments: \_\_\_\_\_

## The Nature of the Work Itself

I like being able to assess what problems may occur and how to prevent them.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I do not have opportunities to do this in my present roles.
- I do get to do this in my present role.

Comments: \_\_\_\_\_

I do my best when I am able to concentrate on one thing/task at a time and not have to respond to interruptions or others' agendas and schedules whenever they feel the urge to call on me.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I am interrupted too frequently to be able to do my best work.
- I am not interrupted too much.

Comments: \_\_\_\_\_

I like to have chances to demonstrate my loyalty and trustworthiness.

About me I would say the above is:

- True and important to me.
- Partially true but not really too important to me.
- Is not a source of motivation to me.

About my work situation at this time:

- I do not have such opportunities.
- I do have such opportunities.

Comments: \_\_\_\_\_

I like to help the company with strategic planning or organizing for maximum efficiencies.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I am not given such an opportunity at this point.
- I feel I am included in planning and organizing.

Comments: \_\_\_\_\_

## The Work Environment

I need a clear description of what is expected of me as a member of our company or department (a clear understanding of my job responsibilities and expected outcomes) and to know how my manager feels about the job I am doing.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I do not know what is expected of me
- I do not know how my performance is viewed at this point.
- I know what to do and how I am doing.

Comments: \_\_\_\_\_

I do not like to play political games or deal with things that can become political battlefields.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- My work situation is too political at this time.
- Politics do not presently take up my time or attention at work.

Comments: \_\_\_\_\_

I need to have my activities directed by clearly defined plans and the company mission.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I am not aware of our having clear plans that direct our work.
- Our plans are clear, known, and direct our work.

Comments: \_\_\_\_\_

I do not want to be on stage or be the person getting the attention at the expense of others on the team.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I am getting more attention than I am comfortable with.
- I do not have to be on stage or the center of attention at this point.

Comments: \_\_\_\_\_

I need to be provided the reasons why what I do is valuable to the company, not just be told what to do.

About me I would say the above is:

- True
- Partially True
- Not True

About my work situation at this time:

- I do not really know why I have to do what I am doing.
- Why I do what I am asked to do is clear to me.

Comments: \_\_\_\_\_

## Commitment to Contribute Effectively at Work

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Upon review of my Profile Report and this summary, I have concluded that I have the following strengths and can best contribute in the following ways:

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I have also concluded that the following are the best areas for me to focus on developing over the next year:

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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I pledge to more effectively use the following abilities that I have for the sake of our firm/department:

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# Personal Review Worksheet

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The following is designed as a discussion resource for your own benefit. Review your answers about your present job and about yourself with your manager when you meet to discuss the contents in your Effectiveness Summary.

1. What I am expected to do:

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2. What I like most about what I do.

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3. What I have to be aware of that can cause me to do less than a good job and how I can make sure I don't let the quality of my work slip:

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4. What others have told me that I don't do well or need to be aware of:

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5. What I need to do or learn in order to grow in my ability to do excellent work on a consistent basis:

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# Your eLessons

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In two weeks you will begin to receive electronic lessons (eLessons) in your email inbox. These will come every other week for six months. Any time after receiving your report you can view or print your eLessons from your account page on our website: <http://www.cleardirection.com> . To access your account page please sign in using your login ID: TESUSR34 and password: Y6UT34B77.

## **eLesson Contents**

Each eLesson will be a brief review of a management topic. These are designed to provide information concerning different skills or tasks that are required of people in management roles. These are not designed to be complete reviews of each particular topic, but are intended to define the specific task clearly, get you thinking about doing these different functions more clearly, and challenge commonly held misconceptions about these functions.

The second part is the description of what is required in a manager's thinking in order to be able to do the particular task. These are very brief paragraphs of the thinking biases and abilities that support a manager being able to do that particular task on a regular basis. Each of these descriptions includes a personalized reminder of your thinking orientation concerning that specific aspect. This is designed to increase your awareness of how you are likely to or not likely to do the particular task on a regular or consistent basis.

The third part is an exercise or assignment that will help you apply the information contained in the eLesson. Managers who begin these assignments within two days of receiving the eLesson typically gain the most from the program.

## **Online Quizzes**

During the six-month term you will also receive three online quizzes covering the materials in your profile report and your eLessons. These are designed to reinforce your learning of the materials. When you complete these quizzes the questions you answered incorrectly will be highlighted on the computer for you to review. At the completion of the program you will receive a completion certificate.

# APPENDIX

## Frequently Asked Questions

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### **What difference does knowing these things make?**

Many people tell us that their reports don't tell them anything new, it just tells them things they already knew but in ways that are clearer and more precisely defined. This increases their awareness of their thinking tendencies and biases. Studies indicate that being aware of how things work and knowing what is true and what is false are the first steps to lasting changes. Awareness changes what we see, what we include in our thinking when making choices and decisions, and therefore what we do and how we act. So being more aware of how your thinking centers work is very significant.

### **What do I do now?**

There is a lot of information in this report, so we suggest that you begin by reviewing the areas designated as "Suggestions." These suggestions are specifically included because of your profile. You cannot work on all of the suggestions at one time, so we recommend that you choose one or two key suggestions and begin to work on those. Be patient with yourself, it took you years to develop these thinking and acting habits that you are now addressing, so it will take more than just a few days to change those habits!

### **How did you get all of this from those lists that I ranked?**

The process behind the profile is actually very logical, but it is also very complex. Our website has an article that introduces how the profile works. The software that generated your report is a fifth generation program that took more than two years to create.

### **What is formal axiology?**

Formal axiology is the study of how people think and make decisions with a mathematical system that can model those processes. The word "axiology" comes from the two Greek words: axios (value) and logos (knowledge or study of).

## **It looks like Axiology says that there is such a thing as incorrect thinking, is this true?**

This idea bothers some people, but one of the values of formal science is that it helps us know what is true and not true. For example, physics tells us that if we take a right turn at 100 miles an hour in a school bus, we will tip the bus over. We can model such a mishap with mathematics so we don't need to wreck a bus to know it is true.

When it comes to thinking, we are all aware of examples of incorrect thinking. Axiology gives us a framework to use when we talk about and measure these kinds of things. It is incorrect to think that you are acting in a loving way if you hit a person so hard that you bruise that person. It is incorrect to think that you deserve recognition for work that was done by someone else. And it is incorrect for a person to tell a friend, who is deathly afraid of the dark, that he should not be afraid of the dark. In this last case, axiology points out that the "shoulds" (of the structured thinking center) do not apply directly to the feelings (of the intuition & empathy thinking center). Axiology reveals that it is both incorrect (and probably harmful) to put a "should" on a feeling. Axiology also points out that each of the thinking centers are responsible for handling their own properties and are not able to provide appropriate or adequate solutions or responses to matters that apply to the other thinking centers. Therefore, we can conclude that no one ever took care of fears by imposing laws or standards on another person.

## **Why have I not heard of this before?**

Axiology is a fairly young science that has been handled by a small group of people over the past fifty years. Because Dr. Hartman died two days after being nominated for the Nobel Prize, axiology really has not been in the media spotlight. Over the past ten years, axiologists have started to write more articles and books on axiology.

## **Where can I learn more?**

Our website, [www.cleardirection.com](http://www.cleardirection.com), has other materials and articles and will be updated on a regular basis with new information. You can also go to [www.hartmaninstitute.org](http://www.hartmaninstitute.org) for more information on formal axiology.

## **Wouldn't my scores be different if I took the profile on a different day?**

While some of your rankings may have changed a little bit, the patterns of thinking people use on a regular basis do not change quickly (unless a person experiences some kind of life tragedy). So you may switch a couple of different items but your scores will tend not to change.

### **Doesn't everyone rank the statements the way I did?**

It is amazing how differently people rank the same lists of statements. Be assured that other people do not rank those statements the same way you did which is the reason why you see other people do things that you would never consider doing!

### **How can you get all of this information from such a simple ranking exercise?**

While ranking 18 items appears to be a simple task, it actually is loaded with a lot of possibilities. There are 6,400,000,000,000,000 possible rankings for each task. While all of the possible rankings would not be valid, there are at least one tenth, or 640,000,000,000,000, that are valid ways to rank one set of 18 statements! So not only do people rank them differently, but also there are a lot of different possible ways they can rank them.

### **Why haven't I heard about axiology before?**

The science of axiology is a young science that was first formalized and presented in 1955 by Dr. Robert S. Hartman. In the United States, Dr. Hartman taught axiology at Ohio State University, MIT, and at University of Tennessee. Because he died in 1973, the advancement of his work was fairly limited. As with other sciences it has taken about fifty years for people to start writing about it and applying it in different ways. Many books were published in the 1990's about axiology and today it is being used more than ever before.

### **Why was Dr. Hartman nominated for a Nobel Prize in 1973?**

Dr. Hartman took seriously the conclusions that the science of axiology led him to concerning how people and nations should act toward one another. He was hired by the United States to help rebuild Germany after World War II and he wrote articles and worked with the United Nations toward world peace in the late 60's and early 70's. He did not receive the Nobel Prize because he died before it could be awarded and it cannot be awarded post-humously.

### **What happened to Dr. Hartman's writings?**

Mrs. Rita Hartman donated the original copies of Dr. Hartman's writings to the University of Tennessee. His personal library was purchased by the University of Osaka for approximately \$ 2,500,000 in the early 1990's.

# Glossary of Terms

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## Thinking Centers



### Intuition & Empathy

Intuition & empathy is thinking about people and things in their unique wholeness. This is thinking that leads to empathy, compassion, passion, and self-giving. When you think about your work this way, you personalize it. When you think about others this way, you see them as individuals with souls, feelings, and personal worth. To think with intuition & empathy is to personally connect with the individual or object. It is to feel the feelings of others and to care about how they feel. This includes: who the person is, his individuality, his feelings, the person on the inside, his personality, all of what makes the person alive and experiencing life, the infinite value and dignity of that person, empathy, love, passion for the thing or idea, a personal connection with friends, identifying with your work, and intuitive senses about people and choices.



### Practical Thinking

Practical thinking involves thinking about things or people in comparative, better-best ways. This is thinking about the practical properties or characteristics of things or people and seeing how they compare. This thinking focuses on how useful things and people are or how one thing or decision is better than another. This is the thinking that makes you aware of political connections, the energy or resources required to get something accomplished, who is most effective and who can get the job done, when the best time is to try to do something and what it takes to get the results you want.



### Structured Thinking

One of the ways that we can understand other people and things involves thinking about them as formal constructs: purely structures or ideas in the mind. Structured thinking is knowing about a person or focusing on the absolute aspects or characteristics of the person. When thinking about things, they either perfectly fit our idea of how they should be or do not. This is thinking in terms of principles, definitions, requirements, standards, and measuring people and things against these. Structured thinking decides whether the person or thing fits, meets all of the standards, or is as it should be. This type of thinking includes: laws, plans, goals, standards, expectations, definitions, rules, policies, right and wrong, requirements, principles, schedules, terms of a contract, promises, authority, guarantees, "shoulds," and "have to."



### **Inner Self**

One way that you can understand or know yourself is as a unique, individual, feeling person. When you use your inner self thinking you are experiencing who you are, how you feel, what your intentions are, your inner person, and your spiritual self. You feel how infinitely valuable you are, and you are aware of your inner, love-directed self. This is not considering how you compare, what skills you have, what you should do, your status, your principles, or whether you are doing what you should. This is sensing and feeling that you are a loveable, human with passion, compassion, and inner value.



### **Outer Self**

Outer self thinking focuses on the outside of you: your body, your skills and abilities, how you act, how you compare with others, and how you fit into the world in which you live. This includes awareness and attention to your individual characteristics and roles. When we think about ourselves from this perspective, we are attentive to what we accomplish, how we fit into our physical and social world, how we appear to others, what effects our actions and initiatives have on others and our own life outcomes, and our reputations (both social and professional). When a person uses this part of his brain, he becomes anxious or frustrated when he is not doing things, not advancing, not winning, not having his accomplishments be recognized, or not having fun.



### **Self Concept**

The third way that you can understand or know yourself involves your mental ideas about yourself. This self concept thinking includes whether you think that you are fulfilling your concepts or ideas of how you should be, or when you evaluate yourself in a right or wrong, black and white, ideal way. When you think about yourself this way, you look at how you either perfectly fulfill or do not fulfill your own ideas of how you should be, your expectations, standards or concepts about how you should be or how you should act. You will evaluate yourself according to your own principles or requirements, and then determine if you have met them or not. This is your mental definition of yourself (I am a happy person, I believe that I am a great golfer, I am a kind father). According to these ideas, principles and goals, you either hold yourself back or push yourself forward to try to live out those ideas.

## Thinking Orientations

### Balanced Thinking

A balanced thinking orientation results from a very high thinking clarity. You can naturally see and clearly distinguish the good found in the dimension that this is describing. You will rely on these things, be able to process input concerning these things, and make clear judgments with this orientation. You have a generally balanced orientation towards things in this dimension with a very good ability to consider alternatives.

### Over-Reliant Thinking

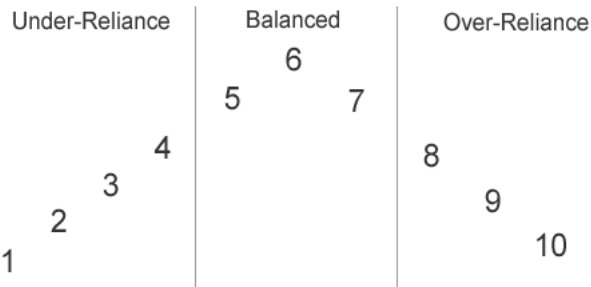
An over-reliant thinking orientation is one that causes you to want and need the things in this dimension, so much so that you fixate on them. It is the combination of a strongly positive bias and a fair clarity of thinking. An over-reliance indicates such a strong belief in these types of things that you fixate on their importance. This results in very strongly felt positions with limited willingness to consider other perspectives. Ultimately, you will rely on these things too much and believe that they can bring good outcomes when in many cases they are either inappropriate or a cause of more problems.

### Under-Reliant Thinking

An under-reliant thinking orientation results from combining a negative bias with fuzzy thinking clarity. You will take strong stands against or avoid things that fall in this category because it is very difficult for you see the good in these things. You will tend to use an inappropriate response from another dimension, or reach false conclusions when you are in situations that are rich in these properties. This is titled under-reliant because you confuse the importance of other dimensions with things in this dimension and do not depend on these orientations.

# The Scoring System

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## Under-Reliance (1-4)

These are the thinking centers that you do not rely upon on a daily basis. Your under-reliance on these centers causes you to miss seeing the good or value in these things. These are the perspectives or characteristics that you ignore, have a cautious attitude about, or do not concern yourself with.

An example of this kind of thinking error is a manager who does not rely enough upon the empathic aspects (empathy, personal concerns, or feelings) of his relationship with his direct reports. Therefore, he misses how important personal issues and concerns are to them.

## Balanced (5-7)

Scores in this range indicate very clear judgment and a strong ability to think clearly with these thinking centers. A score of 5 indicates general caution mixed with this ability. A score of 6 indicates a balanced orientation. A score of 7 indicates optimism and a preference toward these things.

## Over-Reliance (8-10)

These thinking centers are the ones you rely upon too much. When you are thinking, evaluating, and making decisions, you are always looking at things in these ways. This orientation causes you to believe that it is appropriate or right to approach situations from these perspectives when other ways of thinking are really more accurate or appropriate.

In the example above, the busy manager never pays attention to what his direct reports care about. He wants them to value the company and his concerns, but he believes that paying them high wages will take care of this. The manager is overly-reliant on his practical thinking and he's not thinking with the empathy & intuition part of his brain. The result is that he does something that signifies caring to him, while his direct reports feel he does not care at all!

# Formal Axiology and the Hartman-Kinsel Profile

Dr. Robert Kinsel Smith

Axiology: "The branch of philosophy dealing with the nature of value and the types of value, as in morals, aesthetics, religion, and metaphysics." Webster's New World Dictionary, 2nd Edition.

People are different. They do not look alike. They do not all sound the same. And they all think differently. Axiology is the science that studies how people think. Specifically, axiologists study how people determine the value of different things, how we evaluate things, people and ourselves. The axiologist's field of study is how individuals compare things and how those value assignments either represent or distort reality.

To value is to set priorities. It is to choose one thing over another. It is to think about people and things as they truly are. It is to think about things in relation to each other and decide that one is better than the other. It is to decide what is "good". All persons assign higher value to some things and lower value to others. We assign these valuations in a consistent pattern that is unique to us.

This valuing process is actually one's pattern of thinking. It involves filtering, processing, storing, and analyzing data. It includes thinking about things, discerning the different aspects of things, making judgments, and choosing. Our unique pattern of thinking and assigning value is called our value structure.

## Value is Different than Values

People often confuse value with values. Values are specific items that people stand for, believe in, or deem important. An example of a value is honesty or loyalty. To value is to think, to assign meaning, and to determine the richness of properties. A value structure is the thinking map a person uses. Value is thinking, values are important objects of our thinking. People value to arrive at their values.

One way to describe the difference between value and values is by using the field of color vision. We can compare value to one's ability to see different colors. The scientists that deal with color vision study our ability to see and differentiate colors. This is the same as an axiologist studying one's ability to think about how things or people differ. We can compare values to different colors or the choosing of one color (red) as more favorable, significant, acceptable, or valuable than another (pink). To say, "Bill can value colors" means that Bill can see and distinguish between or among colors. He has good color vision. To say, "Bill values red more than blue" means that Bill prefers red over blue. To say, "Bill can value" means that Bill can see clearly and think about the different aspects of different things without getting those aspects confused with each other. To say, "Bill values people more than money" means that Bill likes people more than money and wants money to work toward the benefit of people.

Value = Color Vision = Ability to Choose    Values = Favorite Colors = Choices

## Formal Axiology

Formal axiology is a specific branch of the science of axiology. The late Dr. Robert S. Hartman developed this science between 1930 and 1973. It is a unique social science because it is the only social science, to date, that has a one to one relationship between a system of mathematics (transfinite set calculus) and its dimensions. While logic also has this relationship, it is usually not considered a social science. Formal axiology also differs from other social sciences in that it is deductive. Deductive sciences begin with theorems and move to specific, measurable manifestations, applications, and predictions. The job of the scientist in a deductive science is to test the theorems against measurable reality. Physicists, mathematicians, statisticians, and engineers are always comparing the implications and applications of their theorems to reality. Formal axiologists do the same. All other branches of the social sciences (philosophy, psychology, anthropology, sociology, etc.) are inductive. Inductive sciences begin with specifics gained through observation, move to general conclusions that are based on observations of populations or groups, and then move back to specifics.

Formal axiology being deductive can be compared to the measurement of motion in the physical sciences. Galileo observed and identified three dimensions that were consistent with motion (time, space, and velocity). He also found a mathematics that had characteristics that corresponded to the dimensions of motion. From this one-to-one relationship, he developed a

mathematical formula for measuring and describing the motion of an object. From this formula anyone, anywhere, could describe and compare objects in motion. The result was "velocity equals distance over time". In Galileo's day this was revolutionary since motion had always been described relatively: "he was going fast", "motion is the potentiality of energy", "actually, I was quite quick." Galileo had objectified motion which up to that point had been known relatively.

Because of Galileo's discovery and the work of many scientists that followed, we have a deductive physical science that enables us to land a man on the moon, even though none of the engineers who build the space craft have been in outer space. We can also state with certainty that 36 miles per hour in China is faster than 34 miles per hour in New York. Because of Galileo's discovery, we are able to be objective about motion regardless of the culture or biases of the people in that culture. Because of Dr. Hartman's work, we are able to state objectively that Mr. X in Japan is attentive to the uniqueness of others and is utilizing 90% of his potential in valuing others uniquely, Mrs. J in Ohio is attentive to practical aspects and is using 92% of her potential, and that Mr. X will be better dealing with the personal aspects of individuals and Mrs. J will be better in business judgment.

Dr. Hartman's discovery of the dimensions of value did for the social sciences what Newton's discovery of the dimensions of motion did for natural science.

An example of an inductive process would be trying to predict the buying behavior of a sub-group of American, male executives between the ages of 33 and 48, making more than \$75,000. A person fitting this group would have probabilities assigned to certain other observed behaviors that are consistent with a certain percentage of the members of this group. So through inductive reasoning we would be able to assert that there is a 50% chance that the given individual found in this group drives a leased BMW or Mercedes Benz. This is a beneficial discipline, for it permits social scientists to develop a general understanding of certain groups and populations. Its limitation is that every aspect of this measurement is relative to the other aspects. This results in the applications being culturally and temporarily limited.

Dr. Hartman's development of formal axiology is as revolutionary for the social sciences as Galileo's was for the physical sciences. From his studies of more than 35 cultures and how the people of those cultures assign value, Dr. Hartman discovered the three dimensions of value. Being a genius in mathematics, he was aware of a mathematical system that had corresponding properties to the value dimensions he discovered. By joining this mathematical system and the dimensions of value, he created an objective deductive science that measures how individuals value their world and themselves.

Axiology is best known by the works of Dr. Kohlberg, the Father of Moral Development, and Dr. Piaget, the Father of Cognitive Development. The work of these men is called informal axiology because they use inductive methods and do not employ a one-to-one relationship with a mathematical system.

## **The Hartman-Kinsel Profile**

The Hartman-Kinsel Profile was derived from Dr. Hartman's discovery. It measures the patterns and clarity of thinking of the individual. It weighs the effects that stress has had on a person's ability to think about different things, how clearly a person's "value vision" is developed, what dimensions a person is most and least attentive to, and the different balances in a person's thinking. It has been translated into more than 5 languages and is used in clinical psychology, psychiatry, business, and government (personnel arenas).

The Hartman-Kinsel Profile is a simple test because it requires very little information from the participant. The usual time required to take the profile is less than twenty-five minutes. The Hartman-Kinsel Profile has extensive validation with the cornerstone psychological and axiological instruments. Dr. Hartman and others did extensive studies on the empirical indices of reliability, indices of construct validity, and empirical indices of concurrent validity. Drs. Leon Pomeroy and John Davis conducted concurrent validity studies on the profile with the MMPI, Cattell 16PF, Personal Belief Inventory, the Cornell Medical Index, and the Auto Lethality Index. Dr. John Austin and Barbara Garwood conducted validation studies of the profile with the Rokeach Value Survey, the Allport-Vernon-Lindzey Study of Values, and Kohlberg's Theory of Moral Development. Dr. Charles MacDonald and Value, Inc. conducted extensive criterion validation studies, reliability studies, construct validity studies, and discrimination studies. All of these studies determined that the Hartman-Kinsel Profile is statistically valid, reliable, and does not discriminate between sexes, races, educational background, nor among ages.