



Clear Direction

Manager Profile Report

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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).

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
- This is your thinking that leads to your personality: this begins page 3 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.

Effective Managing

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.

Your Thinking Summary

Strengths You Have

John, 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.

Keen Intuitive Senses – Ability to Connect With Others

Your profile indicates that you have keen intuitive insight and a high ability to read people. This strength enables you to use your gut instinct about people and situations, not be easily conned or confused about the character of another person, and be able to sense the best ways to work with different individuals.

Good Business and Practical Sense - Ability to Motivate Others Toward Results

Your profile indicates that you have excellent practical judgment and an ability to see the benefits that come from making decisions, moving forward, and doing what it takes to get desired results.

A Weakness You Have

Along with your strengths, John, 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.

Too Demanding of Others

Your profile indicates that you are demanding of yourself and have high expectations for others. This combination can lead to your having unrealistic expectations of others because your frame of reference is the standards you set for yourself. The outcome of this for a manager is that others will feel the judgment or disappointment you have when they fall short of your expectations. While some employees will continue to work in such an environment, good and capable employees will not continue to work in such an environment. Be sure to pay special attention to the description of your structured thinking and your self concept thinking.

Your "Profile"

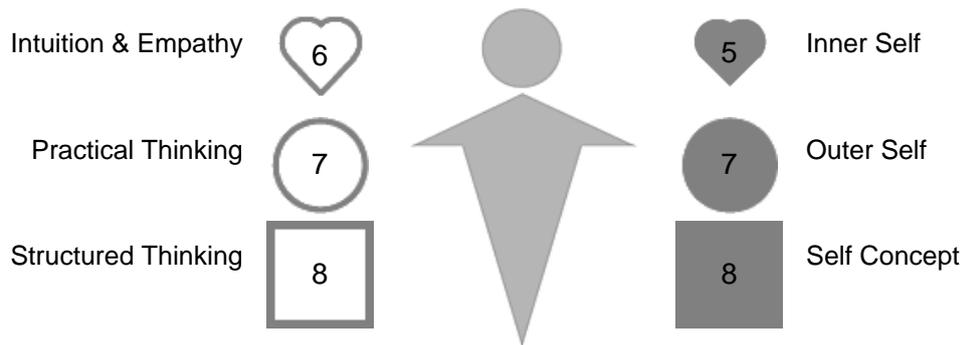
Your Normal Thinking. Condition 3: Responding

John, 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

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. John, 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.

 Structured Thinking *

 Self Concept

Your Balanced Centers

These are your thinking centers in which you have a fairly balanced perspective and good judgment. You will tend to use these appropriately and will have more strengths than weaknesses in these areas.

 Intuition & Empathy

 Practical Thinking

 Inner Self

 Outer Self *

No Under-Reliance Centers

You have no thinking centers that you are neglecting at this time in your life.

* This indicates that your thinking tendency is close to being made up of an even percentage of positive and negative orientations. So know that any score with a * is made up of both positive and negative orientations. Scores below 6 indicate less attention, while above a 5 indicates a greater attention. The descriptions of your thinking will be generally true because of your overall orientation, while some of the examples or particulars will not be true for you.

Your Preferences and Thinking Centers' Interactions

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, John, 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.

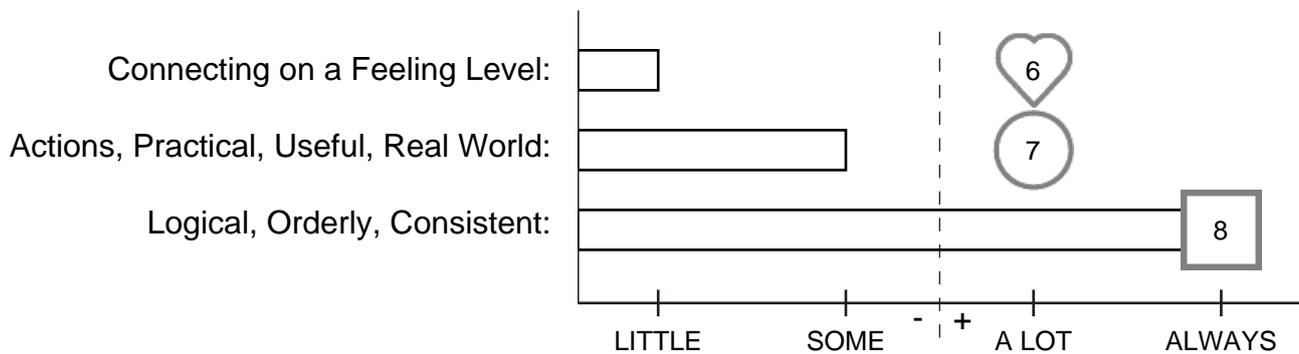
Example - Two people with an Empathy and Intuition score of 8:

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).

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

Your preferences indicate that you favor analyzing ideas, planning, having things be consistent, having things be logical, and valuing that things are in order. For you this takes priority over real world characteristics, practicality and usefulness which you prefer over connecting on a feeling level (compassion, passion and feelings).

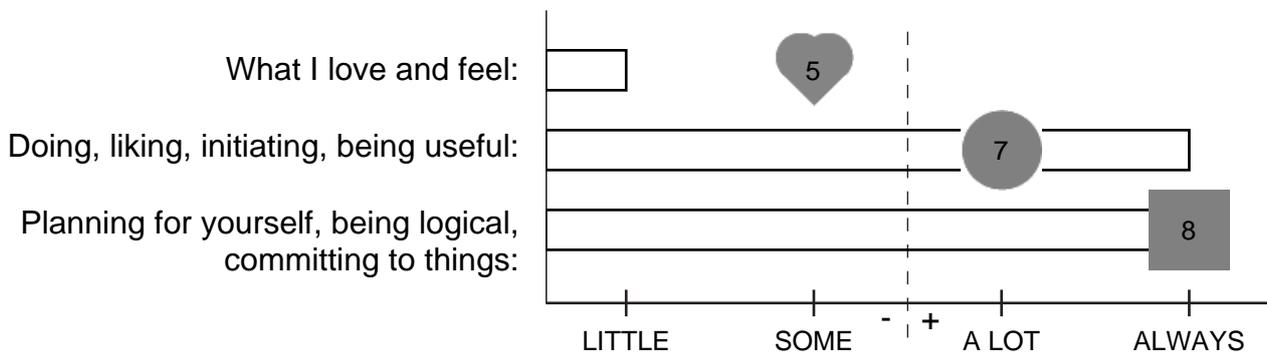
Connecting on a Feeling Level (LITTLE) and Your Empathy and Intuition (6 - A_LOT)

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 (SOME) and Your Practical Thinking (7 - A_LOT)

You are naturally attentive to Practical value but your preference is to not gravitate toward actions, practical and usefulness as a means to maximize or show that value. 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 practical, useful, real-world outcomes. You could conclude from the difference noted here, that you have more practical judgment and ability than you are using or demonstrating in the normal course of your daily life. In other words, you have more practical judgment and desire for tangible results than are being used!

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

Your preferences indicate that you favor planning for yourself, being logical, and committing to things. For you this takes priority over doing, initiating, and being useful which you prefer over what you love and feel.

What I love and feel (LITTLE) and Your Inner Self (5 - SOME)

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 (ALWAYS) and Your Outer Self (7 - A_LOT)

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 value 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 (ALWAYS) and Your Self Concept (8 - ALWAYS)

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 value your principles, commitments, and values (your Self Concept) will be consistent with commitments and promises you make. 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.

Your Thinking Under Stress - Condition 4

Everyone's thinking is limited when they are under stress. It is important to know specifically how your thinking, John, 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

What You Pay Some Attention To

Your practical thinking center is "on" but not super strong. You will look for and require attention to:

- The best way to present solutions and address problems
- Being selective based on practical or useful reasons
- The value of preserving and protecting others' reputations
- The importance of rallying others to do things - NOW!
- Waiting for the best opportunities before you commit to something
- How moving forward and doing something actually generates solutions
- The fact that the world is full of change – so there are really no guarantees
- That things in life are not always fair or equal
- How people perceive things makes all of the difference

Your outer self center is "on" but not super strong. You will require and focus your attention on:

- The honor and recognition you deserve
- How good you are at what you do
- Protecting your reputation, especially when challenged in public
- The value your accomplishments actually have
- How your presence makes an important difference
- That you are capable and a positive contributor
- That you are included socially or that your friends include you
- Having fun and celebrating victories

What You Don't See When Under Stress

When your intuition & empathy center is blind under stress conditions you will discount:

- The importance and value of others' feelings
- The value of keeping people informed and included
- The power and importance of others' concerns
- The rightness of feelings that are not justified by reasons
- Intuitive feelings and the value of those impressions
- How love and feelings are more true than law, logic, or duty
- How others' personal involvement in what they do is often crucial

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

Stress Strategies

John, 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

Going Forward

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.

Effectiveness Summary Worksheets

Working With Other People

I do my best when I can work without having to deal with others' personal issues. This does not mean I have to work alone, but it does mean that I can stay focused on work matters and not have to deal with others' personal matters.

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 situation.
- This is true about my work situation.

Comments: _____

I like to work and do things with people. I prefer to not sit around a have to listen to others' opinions or have to take the initiative to keep them informed or feeling like they are part of the group. I like to work and get results with others who also like to get results and be better than the competition.

About me I would say the above is:

- True
- Partially True
- Not True

Commitment to Contribute Effectively at Work

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:

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

1.

2.

3.

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

Personal Review Worksheet

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:

2. What I like most about what I do:

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:

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

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

Your eLessons

In two weeks you will begin to receive electronic lessons (eLessons) in your email inbox. These will come every other week for six months.

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.