



Clear Direction

Individual Contributor 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).

IS THIS REPORT RELIABLE? Every valid test has indicators that tell if the results are reliable - Your report 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.

Being An Individual Contributor

Being a contributor without management responsibilities can be a very important but difficult position. On one hand, you have to perform tasks that must be done for the business or firm to succeed. And these tasks often must be done while a number of different people are asking you to do other things, presenting you with "high priority" tasks, or requiring that you please more than one person at a time.

Not only will you be asked to do things other than your primary tasks, you'll be asked to do things by people who may not really know what you do, how busy you are, or don't even know how to do what they are asking you to do! So you will find yourself having to do things that you think are a waste of time, can't possibly be added to your already busy schedule, or should be done totally differently from how they are asking you to do them. And many of these requests are required of you when these people in management positions, who don't have to do these things, appear to have more resources, influence, and political power!

One Answer Does Not Work For Everyone

Managers differ. One manager may view certain behaviors as good while another manager will view the same behaviors as bad. Some managers want their people to continue to grow professionally by attending training classes while other managers do not want their 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 legal assistant for a trial attorney may have to be able to work for fourteen days without a day off while a flight attendant or fireman 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 individual contributor 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 usually an ingredient for failure and would be the last thing you'd want to practice. It is common to find politicians 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 categories chosen for this report are generally true for people in individual contributor 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.

Your Thinking Summary

Strengths vs. Weaknesses

Over the years I have heard managers say, "We hire people because of their strengths and we fire them because of their weaknesses." While his may not be 100% accurate, it is often true. We have our jobs because our employers believe that our strengths match the tasks they need us 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

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 contributor at work.

High Levels of Caring About Your Work

You have a strong inclination to connect with people, things, and/or your work in a personal way. This means that you care in such a way that you invest yourself and bring extra energy, imagination, and interest.

High Personal Standards and Persistence

Your profile indicates that you have very high personal standards and a high sense of loyalty to the standards that you set for yourself. This trait is common among effective employees because it is the basis for others being able to trust that you will do what you say, that you can be counted on, that you will be loyal to them and the team (even behind closed doors), and that you will see things through until they are completed.

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 and design solutions in light of all of the pieces or people involved.

Ability to Communicate Ideas and Solutions Clearly

Your profile indicates that you are an analytical thinker who is able to think about plans, expectations, and organizational matters so clearly that you are likely to be able to see and follow those clearly. This ability is especially valuable for employees when having to meet job expectations, being delegated tasks to do, and measuring whether their work is consistent with the goals and mission of the company or department.

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 and actions when you are not being careful.

Too Serious

Your profile indicates that you take your work so seriously and loyalty is so important to you that you will connect so much with your work that you take it too seriously. When you connect too much with your work, then others don't feel that they are free to challenge, correct or criticize what you have done. This is a problem for individual contributors, because one of the greatest sources of help is feedback from others. When others feel that you are too protective, too defensive or too personally invested in your work, then they will not give you feedback that actually can be very helpful. You will want to pay particular attention to Section VI of this report which describes your self concept thinking.

Important eLessons

This report will be followed by eLessons that will come to your email inbox once every other week for six months. Each eLesson will briefly cover a skill that is crucial for ongoing success. The following eLessons are the ones that you, John, will want to pay particularly close attention to because your profile indicates that you have a thinking bias that can limit your effectiveness in the skill that is covered in that particular eLesson.

Your "Profile"

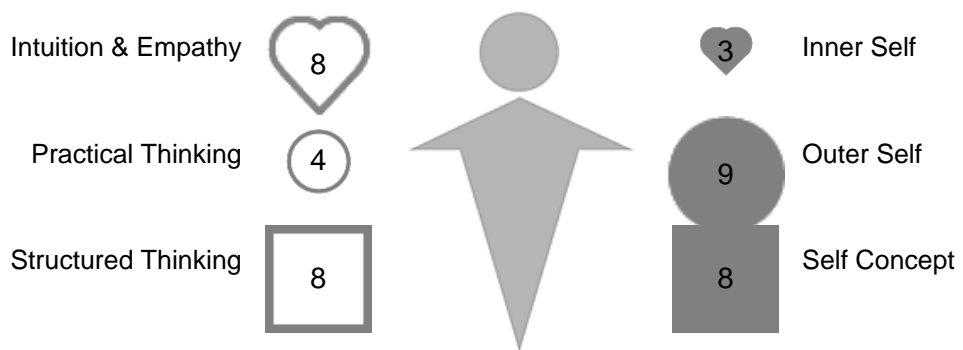
Your Normal Thinking. Condition 3: Responding

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 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.

 Intuition & Empathy

 Structured Thinking

 Outer Self


 Self Concept

No Balanced 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

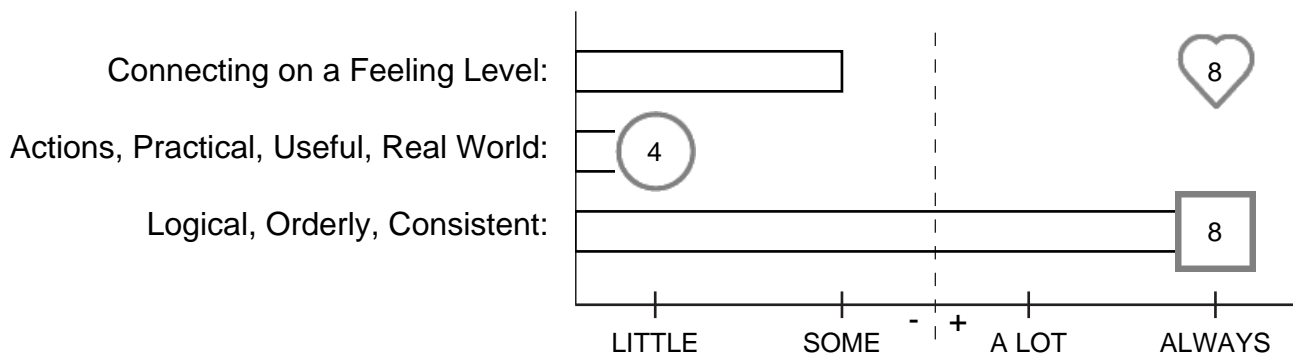
These are the thinking centers that you most likely do not use enough. You will not rely on these thinking centers or perspectives as much as is appropriate or helpful. You will be inclined to use other thinking centers to make decisions that would be better made using these.

 Practical Thinking *

 Inner Self

* 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 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 connecting on a feeling level (compassion, passion and feelings), which you prefer over real world characteristics, practicality and usefulness.

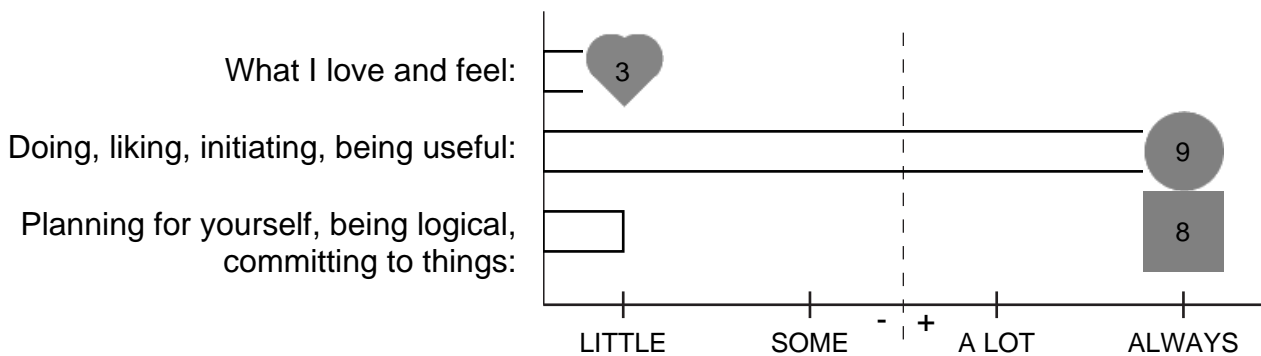
Connecting on a Feeling Level (SOME) and Your Empathy and Intuition (8 - ALWAYS)

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.

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 doing, initiating, and being useful. For you this takes priority over a desire to plan for yourself, be logical, and commit to things, which you prefer over what you love and feel.

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 (ALWAYS) and Your Outer Self (9 - 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 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 (8 - 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

Your Thinking Interactions (Your Normal Thinking)

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
- Outer Self
- 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.

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

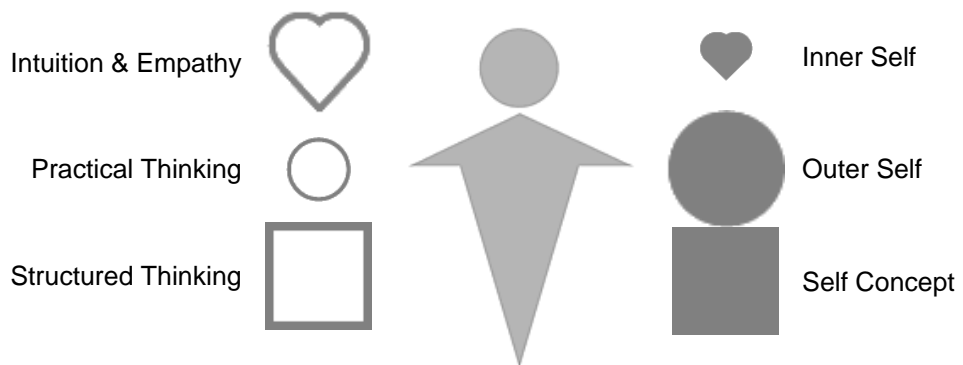
- Having very little time to get ready for something
- Something you need breaks when you go to use it
- Being on the witness stand in a court of law
- Being out of work or having financial pressures
- Waiting for the results of medical tests

"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

Your Normal, Condition 3, Thinking Profile

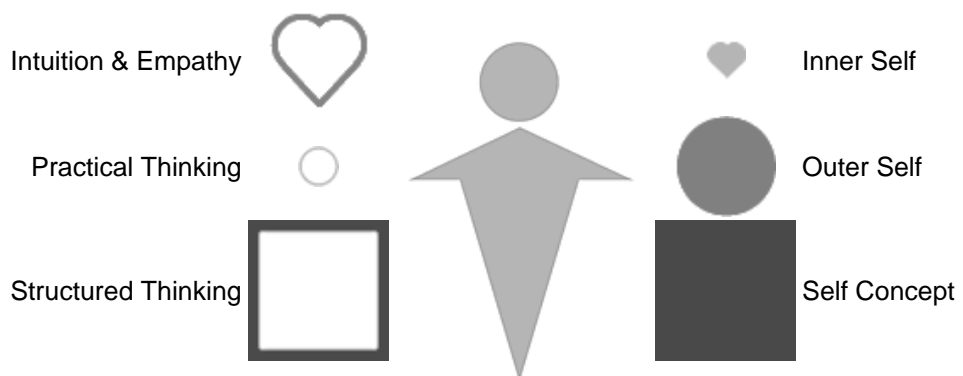
How you use the six thinking centers on a regular basis is represented by this image. This is the same image that was explained in Section IV of this report. It represents how you were thinking when you took the Profile. We have included it here so you can compare it to your "Stress Profile" below.



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

Your Stress, Condition 4, Reacting Profile

The image below represents how you, John, 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.



- 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

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 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

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 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

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 individual contributors 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 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: _____

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: