

# Clear Direction

## *Individual Contributor Profile Report*

Mr. Sample Contributor



# 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.



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.

# Table of Contents

<b>Introduction</b>	<b>Your Individual Contributor Profile Report</b>	
	The Hartman-Kinsel Profile.....	1
	Your Individual Contributor Profile Report.....	2
<b>Section I</b>	<b>Being An Individual Contributor</b>	
	Introduction.....	3
<b>Section II</b>	<b>Your Thinking Summary</b>	
	Strengths You Have.....	5
	A Weakness You Have.....	6
	Important eLessons.....	7
<b>Section III</b>	<b>Intro To Our Six Thinking Centers</b>	
	Introduction.....	9
	Our Three World Thinking Centers.....	10
	Our Three Self Thinking Centers.....	14
<b>Section IV</b>	<b>Your Thinking Profile</b>	
	Your Condition 1: Relating Thinking.....	19
	Your Condition 2: Reflecting Thinking.....	20
	Your Profile: Condition 3: Responding Thinking.....	21
	Your Over-Reliance Centers.....	23
	Your Under-Reliance Centers.....	28
<b>Section V</b>	<b>Your Preferences and Thinking Centers' Interactions</b>	
	Your Preferred Ways of Bringing the Best Out.....	33
	They Can Agree.....	39
	They May Wait For Another Center.....	39
	They May Disagree or Fight.....	41
	They May Overpower Other Centers.....	42
<b>Section VI</b>	<b>Your Thinking Under Stress</b>	
	Introduction.....	48
	Your Stress Profile.....	49
<b>Section VII</b>	<b>Going Forward</b>	
	Your Effectiveness Summary.....	54
	Your eLessons.....	65
<b>Appendix</b>	Frequently Asked Questions.....	66
	Glossary of Terms.....	69
	The Scoring System.....	72
	Article on Formal Axiology.....	73

# INTRODUCTION

## Your Individual Contributor Profile Report

---

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 Individual Contributor Profile Report

This Individual Contributor 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 are based on research and more than 15 years of our work in this field. This report will:

1. Outline the areas of responsibility that are most essential for individual contributors to be successful in their roles. In other words, this report will help you understand what is necessary for you to succeed in comparison to what things you often think are OK to do.
2. Provide you with feedback about how your thinking helps you and limits you as you seek to succeed in your job. The ability to consistently use your gifts and abilities depends, in part, on your confidence in those abilities. When you are confident, you are better able to use your strengths. On the other hand, your ability to make good use of corrective feedback depends on your ability to see and willingness to acknowledge your weaknesses.
3. Give you suggestions as to what you can do to develop and grow, what you should give more attention to, and how you can view things in greater balance so you can better succeed in your role.

## SECTION I

### **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!

Whew – being effective in your role often requires very high levels of self-control!

#### **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.

## SECTION II

### 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

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 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.

#### Committed to the Mission or Goals

Your profile indicates that you have a natural orientation to be committed and loyal to your company, team, or to any group to which you belong. As a



contributor, this means that you will do your part in advancing the principles and purposes that everyone has agreed to and that you will be loyal to and be protective of the team and to those who support and advance it.

## 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.

## Able to Stay on Course Without Outside Support

Your profile indicates that you are better able to see and understand your own perspectives than you are able to see and understand others' perspectives – especially when in a stressful situation. This gives you the ability to continually perform without requiring the support or encouragement of others. This is not to say that you don't value others' support or encouragement, but it is to say that you have an exceptional ability to pull yourself up by the bootstraps and stay on course to see your way to the completion of your goals.

## 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 and actions when you are not being careful.

## Perfectionistic Standards for Yourself

Your profile indicates that you are driven to fulfill very lofty standards to which you hold yourself. While this is one of your sources of drive and success, it can

also be a problem for you. It can lead to your being compelled to be perfect, afraid of failing, excessively defensive, or unwilling to take risks for fear that others will find that you made a mistake. Ultimately, these perspectives can lead you to not be inclined to work with others, be too serious, or be so demanding of yourself that it is discouraging to work with or around you. It also can cause you to be defensive and wanting so strongly to uphold your own loyalty and dependability, that you are not open to the help others can provide. You will want to pay particular attention to Section IV of this profile 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, Sample, 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.

### **A Flexible, Responsive, and "Can-Do" Approach**

Pay special attention to eLesson 3. It covers being flexible and having a "can-do" attitude. This eLesson will direct you to those parts of your thinking that are important for you to focus on or develop in order for you to be flexible and exhibit a "can-do" attitude.

### **Prioritizing**

Be certain that you give special attention to eLesson 5. This eLesson will direct you to those parts of your thinking that are important for you to use in order to prioritize effectively and consistently do things that are most important first.

### **Adding More Than You Are Taking**

Make sure you review eLesson 7 carefully. It covers the idea that people who bring energy to work are significantly more valuable than people who take energy from others. Your thinking orientations indicate that you may have some perspectives or attitudes that put you at risk of being a person who takes away energy in certain contexts or situations.

## **Bringing About Desired Results**

The second most common behavior that erodes a boss' confidence in their direct reports is covered in eLesson 9. Your thinking orientation measured by the profile could put you at risk in this area. We therefore suggest that you pay special attention to eLesson 9 to insure that your actions are not undermining your gaining and maintaining your boss's confidence.

## **Why Surprising Your Boss Is Deadly**

The third way to erode your boss' confidence is reviewed in eLesson 10. This eLesson covers surprising your boss and doing things that your boss may have to explain to others and why you don't want to do such things. Be sure to read this eLesson carefully because you have at least one thinking orientation that could cause you to do things that could erode your boss' confidence.

## SECTION III

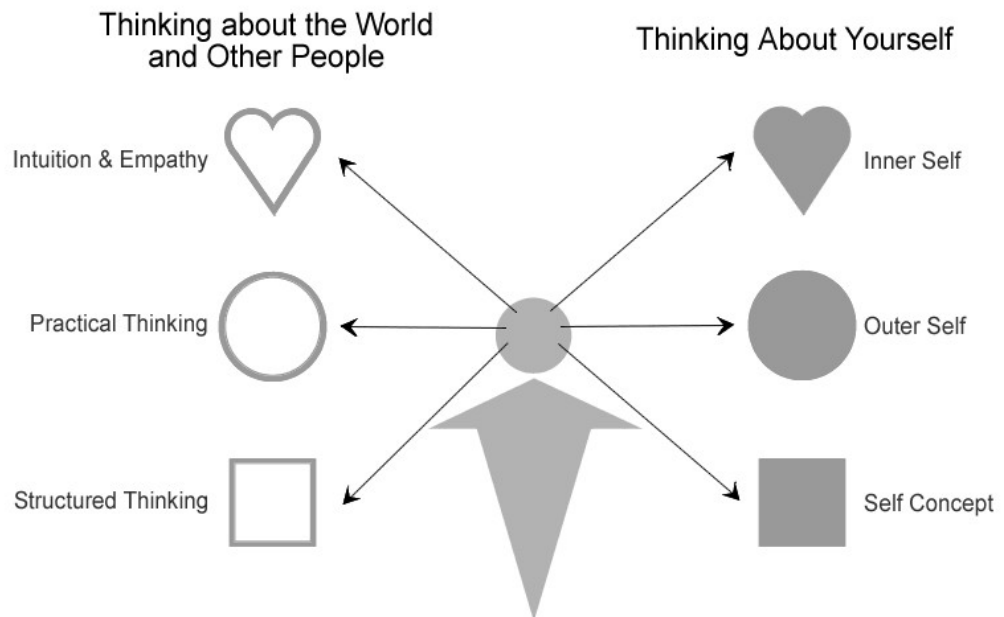
### Intro To Our Six Thinking Centers

---

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.

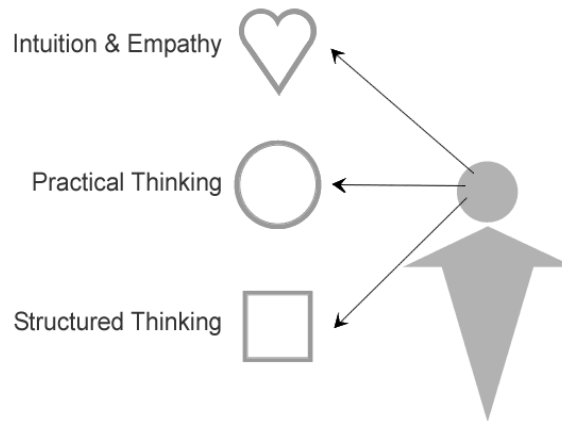
Each of the six thinking centers looks at things in its own way. To understand your thinking, Sample, you will need to know the six different ways that you can think about or know things. We have named each of these thinking centers according to their characteristics and perspectives.

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

---



## 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

**Notice:** This is a sample report, only selected pages have been included. This report is normally more than 60 pages in length.