

Clear Direction

Manager Profile Report



ZERORISK HR

Mr. Sample Manager

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

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.

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

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

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.

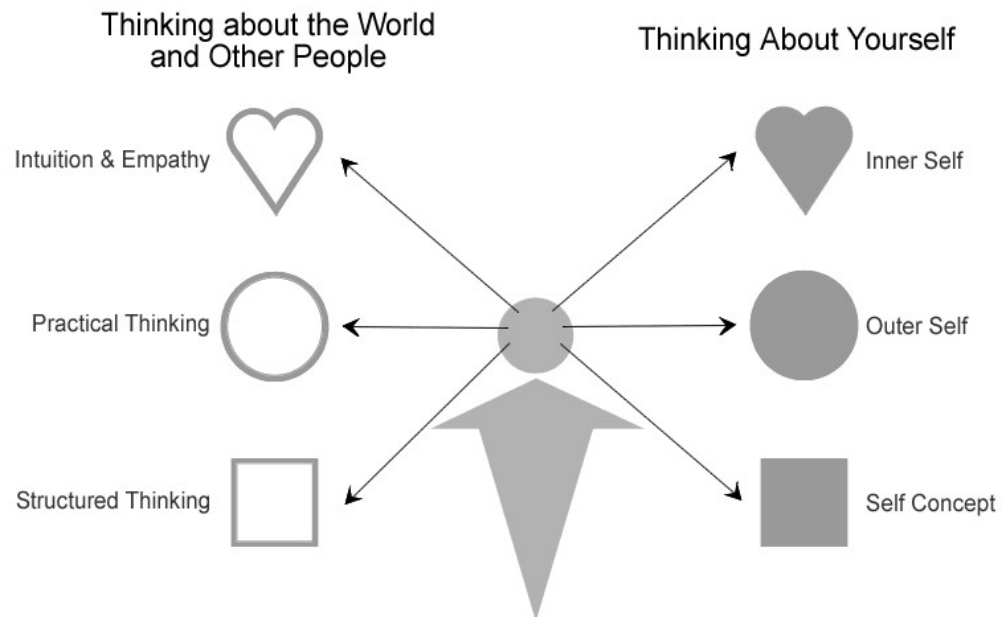
SECTION III

Intro To Our Six Thinking Centers

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.



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