
Clear Direction

Attorney Profile Report

Mr. Sample Customer
September 24, 2006

v1.4.4

Dear Mr. Sample Customer,

We trust this report will be informative, practical, and helpful. It is the product of the rankings you did on the Hartman-Kinsel Profile. The science behind the Profile is called formal axiology. It is a fairly young science, developed in the 1950's, that measures and describes how people think, make decisions, and evaluate themselves and others. I call it the physics of personality, because it is a mathematical, formal science that deals with our thinking differences and the thinking biases that result in our different personalities.

To read about formal axiology go to the web address:

www.cleardirection.com/docs/formalaxiology.asp., or the founder and history of formal axiology:

www.cleardirection.com/docs/articles/drhartman.asp.

OUR BRAINS ARE MODULAR, JUST LIKE OUR SENSES

The different areas of our brains do different kinds of thinking, just like our senses do different kinds of sensing. Our eyes tell us that a skunk is a cute, furry potential pet. But our noses lead us to reach the opposite conclusion! We say that our individual senses are modular because they are separate parts of the whole that combine to make our conclusions. Because they are modular and not dependent upon each other, they sometimes lead to the same conclusions and sometimes disagree or conflict with each other.

Our thinkings about people, things and ourselves are also made up of different modules. Sometimes the intuition part of our brain tells us a certain investment is too risky, while the analytical part concludes that it will be OK. Other times, our analytical thinking tells us that a purchase of a certain pair of shoes is bad because it will break our budget, while the practical part of our brain says that same purchase is good because the shoes are on sale and the price is very low. The different parts of our thinking are independent of each another, just like our senses. And just as our senses bring their own conclusions, the different parts of our brain contribute their own conclusions that make up the pieces of our final thoughts, conclusions, and decisions.

HOW YOU THINK - THE SIX COMPONENTS OF YOUR THINKING

This Profile Report will introduce you to the six key modules of thinking and present your orientations in these six areas (Sections II and III). The personal self-understanding that comes from this can help you know about your thinking biases and abilities. We trust that this report and analysis will be a helpful tool in your pursuit of personal and professional growth, health, and fulfillment.

This report is based on your answers on the Hartman-Kinsel Profile. Your test reliability score was highly reliable, which means your results are credible.

A handwritten signature in black ink that reads "Dr. Bob Smith". The signature is written in a cursive, flowing style.

*Dr. Robert Kinsel Smith
Clear Direction, Inc.*

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Section I

Your Natural Sources of Strength

The following paragraphs are descriptions of strengths that result from your different thinking orientations. Just as being very tall is a strength for a person who wants to excel in basketball, different thinking characteristics can serve as sources of strength for different skills and abilities. The following paragraphs apply to you and were derived from how you ranked the Profile statements.

EXCELLENT CLARITY IN ABSOLUTE THINKING

One of your clearest, most accurate, and easiest ways of thinking is analytical and absolute. Your clarity is excellent, leading you to naturally see and understand the world around you in a logical, analytically sensible way.

You are especially able to articulate a vision or business, into a clearly defined, cohesively explained:

- flow chart
- plan
- or organization

Your clarity leads you to automatically see:

- how things make sense (logical)
- are verifiable (factual)
- are predictable (no unanticipated changes or surprises)
- are definable (job descriptions, contracts, policies)
- the overall plan

Your Absolute thinking clarity is so high, you naturally see how the pieces fit together. This makes you a natural planner, organizer, problem finder, and analyst.

This is a limited strength because you bring a cautious orientation to your thinking. You can clearly see the benefits and necessity of black and white, analytical, structured thinking, but, you will actually be more inclined to pay attention to the problems that come from things in this dimension.

You have a discrete orientation towards systems, rules, and order being imposed on people. You are more aware of the downsides of rules, plans, order, policies, and laws being strictly enforced (you favor the spirit of the law over the letter of the law).

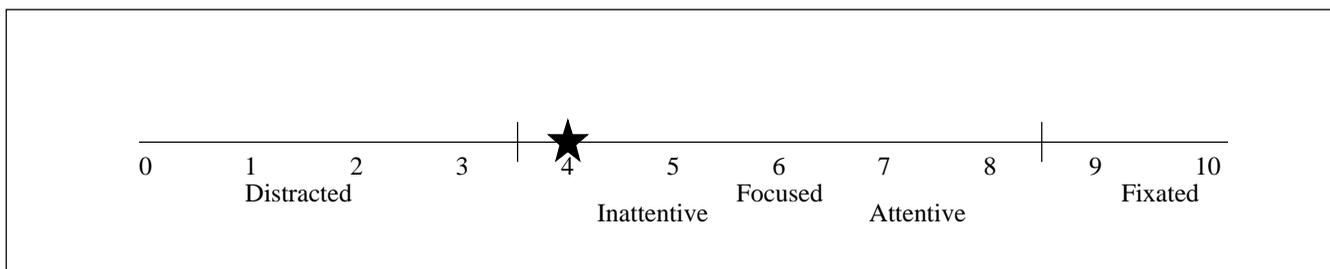
You are able to work more freely in an environment where expression and your individuality do not need to rigidly fit into a defined system (show up at a specific time each day, wear a uniform, work in uniform offices under strictly all encompassing policies, be told how you have to do your job, have a routine job, etc.)

A more detailed description of this dimension and your cautiousness about this orientation can be found in the Absolute Aspects section of this report.

Unique Aspects

ONE PART OF YOUR THINKING THAT FOCUSES ON PEOPLE AND THINGS IN THEIR INDIVIDUAL UNIQUENESS AND IN PERSONAL WAYS

- The Ability To See the Differences in Individuals, Their Personalities, and Personal Motivations
- Attention to Personal Matters, Feelings, Others' Concerns, and Individuals' Perspectives
- Passion: Connecting Personally With People, Work, Things or Ideas
- Intuition: Abilities and Personal Identification With and Passion for One's Work
- Empathizing: Caring About Individuals' Feelings, Personal Lives, and Concerns



Your Score: 4

- Your Ability To See the Differences in Individuals and Be Open to Input About How to Best Work With Different Individuals: MODERATE
- Your Attention to Others' Concerns and Perspectives and Your Willingness to Communicate About Feelings and Personal Matters: LOW
- Your Ability and Desire To Empathize and Give Time or Energy to Personal Matters at Work: LOW TO MODERATE (only to people who you have known and grown to trust over an extended period of time)
- Your Intuitive Abilities Willingness to Use That Intuition in Decision Making: LOW
- Your Propensity to Trust Individuals and Delegate Important Matters to Them: LOW OR GUARDED

Your DISTRACTED score of 4 indicates that when you were looking at the UNIQUE aspects of other people and things, you were inattentive to these aspects and gave predominate attention to other things. You lost sight of the good value that is included in the UNIQUE aspects when you were ranking in comparison to the items that had relative and/or absolute characteristics.

A score of 4 indicates:

- You do not use your intuitive ability to read and assess people
- You are inattentive toward things pertaining to the unique aspects

This will lead you to miss:

- When you have hurt others (or not care in certain contexts)
- Ignore what is most important to others
- Be so demanding that you discourage others
- Be distant from them people personally

Because you need time to understand and benefit from others' input. Set aside that time and extra attention when they point out that you are being too cold, harsh, distant, reserved, cautious, or that it is time for the team to have team building.

SITUATIONS REQUIRING ATTENTIVENESS TO THE UNIQUE ASPECTS

The following situations are representative of every-day work situations. Every situation has unique, relative (the second part of Section II) and absolute (the third section of Section II) aspects or characteristics. The following situations are full of unique properties and therefore require responses to those unique issues. When a situation is full of a particular kind of properties or characteristics, the manager/supervisor must respond in a manner consistent with those characteristics. When s/he does not do so, new problems arise and the original problem is not resolved.

If you take a situation where an associate comes to you to tell you that his wife has been diagnosed with cancer, most people would immediately see that this situation is full of personal, unique, caring aspects. The best first response to this situation sounds something like this: "I'm sorry to hear that. It sure is important for you to be there, supporting her and the kids. Let me know if I can help in any way." This personal, feeling response is most appropriate because the situation is full of strong feelings and personal concerns.

Some attorneys would think that a more practical (relative) response is what s/he should say. This would be along the lines of: "The doctor you've got is one of the best and our firm's insurance will take care of most of the expense of her treatment. Don't worry about your job, you are so valuable to the firm that your position is safe."

Other attorneys would appeal to the absolute aspects of this situation. Their responses would be along these lines: "Don't worry about a thing. 92% of everyone who has that kind of cancer is doing fine after 6 weeks of treatment. You also don't need to worry about any black marks on your work record since we have a severe hardship policy here at the firm."

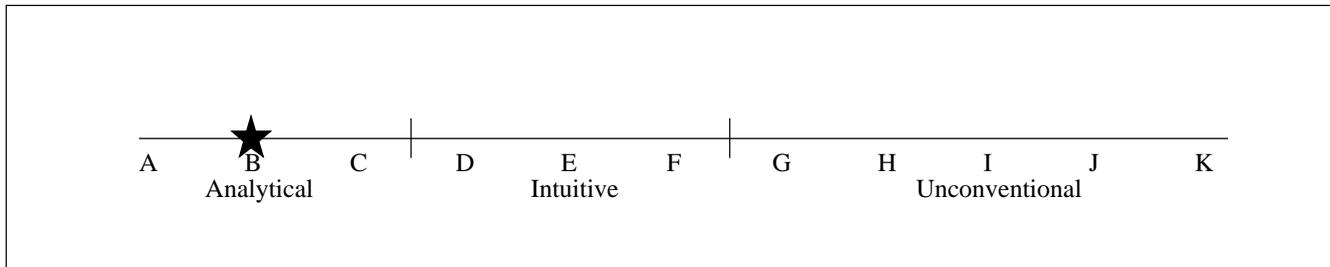
You'll notice that this situation actually includes all three aspects, but because the situation is full of unique properties, a unique response is the most effective as the first response.

Here is a list of situations full of unique aspect properties requiring responses to the individuals, feelings,

Types of Reasoning

THE DIFFERENT TYPES OF REASONING AND WAYS OF BEING LOGICAL

- The Tendency To Either Reason in Predictable or Unpredictable Patterns
- The Need Have One's Logical Process Be Consistent or Varied
- The Ability To Work With Routine or Be Totally Frustrated By Routine
- The Need To Apply Creative, Novel Thinking and Arrive at Unconventional Solutions



Your Score: B

A score of B indicates that your thinking about the absolute aspects is clear and cautious.

- You follow a consistent, linear type of reasoning. You process logic in a conventional manner, demanding of yourself and others that things make sense according to a logical, A...B...C process.
- You also follow strict conventions and habits of filtering the input before you process it. This filtering is how you categorize data. You decide, before you include the data into your thinking process, whether it pertains to the topic. If you see how it pertains, then you include it. If you do not see how it pertains, then you do not include it. It is this filtration process which can cause you to appear rigid, close-minded, or too structured to others.
- It is also the rightness of your process of thinking that causes you to become defensive when your conclusions are challenged. Because you follow a logically sound, consistent pattern of reasoning, you conclude that the answer is right because the process of arriving at the answer is without error. Be careful that you do not defend this position too strongly because the realities that lie within the unique and relative aspects do not fit the logic of the absolute dimension. In other words, a person can be "right" and not make sense from either a personal and practical vantage point (and therefore be more wrong than right). The ultimate challenge of the rightness of logical thinking is found in the scientific world with the breaking down of the old ways of scientific thinking to accept all of the discoveries made in atomic physics and chaos science. If you would like to read about these discoveries, read James Gleick's book: CHAOS.

Your World Perspective Overview

Your World Perspective Overview puts the three main world scores just reviewed previously in this section, on the same page for you to see how they compare with each other.

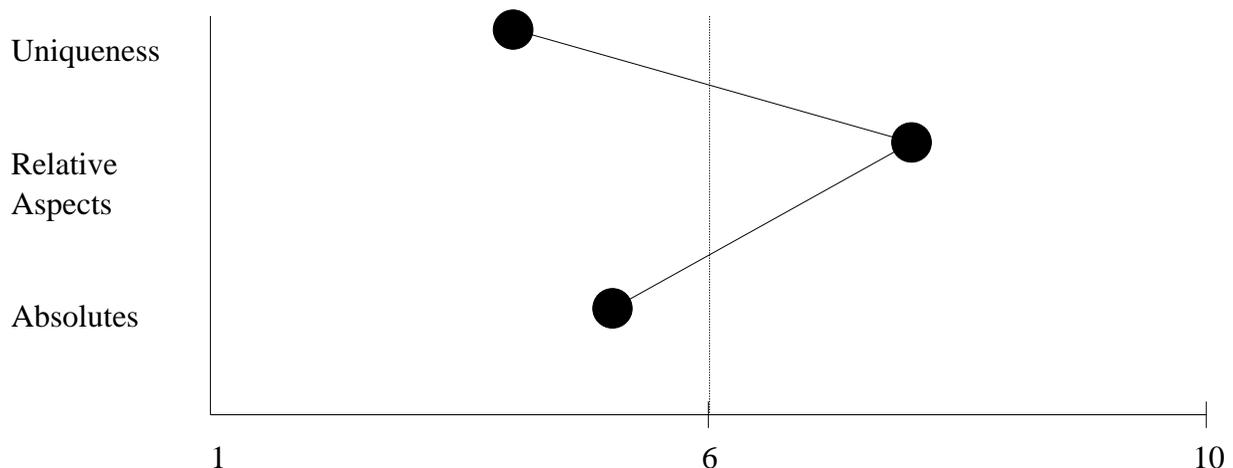
Remember that these three thinking centers all contribute their own perspectives when you evaluate the world around you. The Unique Aspects center is responsible for processing and evaluating other people and things in unique, personal, feelings ways (empathy, passion, intuition, etc.). The Relative Aspects center is responsible for processing and evaluating others and things in comparative, practical, external, physical, and social ways. Your Absolute Aspects center is responsible for processing and evaluating the world in black and white, absolute ways: goals, principles, values, laws, expectations, and standards.

This overview will introduce you to how the different orientations lead to different behaviors and attitudes. While your different thinkings are separate, each one affects your conclusions, supports the others, and takes over from one another to produce your overall perspective about others and the world around you.

An appropriate goal of any personal and professional development strategies is NOT to balance these three orientations, because you will deny your areas of natural strength by so doing. The goal IS to learn how to function effectively in those aspects which you are naturally inattentive, so that these weaknesses do not neutralize or ruin your strengths. Set as your goal to master your strengths and grow up in your weaknesses.

Understanding and Interpretation Guidelines:

- The closer the circle is to the "6" line, the easier and clearer the thinking,
- The further to the right, the stronger you feel "for" that type of thinking,
- The further to the left, the more you ignore and the stronger you feel "against" that type of thinking,
- The furthest to the right must first be satisfied before you will pay attention to the others to the left.



THE DOER

Your World Thinking Overview indicates that you are strongly attentive to Relative Aspects (to the right of the center line), and inattentive to the Unique Aspects and Absolute Aspects (circles to the left of the center line). This pattern of thinking could be titled a "Doer." This means that you need to get things done and do

them now! Your attention to practical thinking is strong and your inattentions away from the other dimensions are so strong that practicality, results, effectiveness, usefulness, and comparative characteristics are all you think about. Work needs to be started now so that things can happen and results are attained. You see Practical Aspects as the key option, and tend to miss the good purposes in strategic planning or checking with others' feelings before moving forward into action.

FOCUSED ON RELATIVE FACETS

The Doer focuses on the Relative Aspects. This means that results, practical perspectives and business matters will get more attention than the rules of the Absolute Facet and the personal aspects of the Unique Facet. This person sees and pays attention to how things and people compare, make decisions, and use time, energy, and resources practically.

RESULTS ORIENTATION

Work is a place where people come together to get things accomplished, therefore:

- work will be seen from a practical orientation
- relationships will be social more than interpersonal
- people will be viewed through a selective, useful filter
- political dynamics are viewed as very important.

WANTS TO KEEP OPTIONS OPEN

Doers will also avoid set commitments when they don't see an immediate practical value. Their focus on:

- doing what it takes to get things moving
- making things happen
- doing things that move the ball forward.

To many people, this will appear to be superficial, political, manipulative, or expedient.

READY-FIRE- (OOPS, I FORGOT TO AIM)

The Doer will work diligently, jumping with both feet into a project. This results in his having a hard time with people needing to study, plan or develop good feelings about things. The Doer will think a decision or choice is good when it works, without forethought to see if looks like it will get results or improvements.

ADVICE GIVER

The Doer loves to tell people how to do things, what to do to get the job done, and what he thinks needs to be done. Doers need to be careful that they don't give practical advice when the problems really are in the other

facets (unique or absolute). This will show up when another person's feelings are hurt; the Doer will tell that person what to do, without ever really hearing and honoring the person's feelings. This will manifest itself when a person needs understanding and reasoning and the Doer just tells him what to do, ignoring the person's need for understanding.

EFFECTIVE

You are naturally attentive to the effective ways to do things. Work and people are seen from a practical orientation. The high Relative focus causes you to want to turn ideas into practical, real things or results. Theories are only good if they work!

AVOIDS PEOPLE'S FEELINGS

As a Doer you will need to watch out for your strong inattention to the Unique Aspects. In other words, do not ignore how people feel on your way to getting the job done. You will naturally be inclined to dismiss the importance of others' feelings and thereby, will miss how critical those feelings, personal opinions, and personal relationships are as sources of motivation or de-motivation to others.

DIFFICULTY TRUSTING OTHERS OR DELEGATING

Due to your caution about others' intentions, you will hesitate to give others important responsibilities, because you are unsure those people have your best in mind. This difficulty is compounded by your:

- inattention to systems
- conceptual plans
- procedures, and processes.

These are important for effective delegation, which your inattentiveness makes you vulnerable to dismiss.

Section III

Your Thinking Orientation About Yourself

This section describes how you think about and evaluate yourself. Again, you have three main thinking areas that work independently to make up how you evaluate yourself, the work you do, and your decisions. This section provides a description of each type of thinking, a description of your orientations about each of those types, and how those orientations cause you to underemphasize or overemphasize different aspects of yourself. The three different ways that we think are:

1. Focusing on Your Unique, Individual Aspects:



This is knowing your own value through your feelings, passions, and concerns. This is attending to your own unique, individuality.



2. Focusing on Your Relative, Practical Aspects:



This is knowing yourself on the outside: what you do, how you compare with others, what you like to do, what skills and abilities you have, and what your efforts accomplish.



3. Focusing on Your Idealistic, Absolute Aspects:



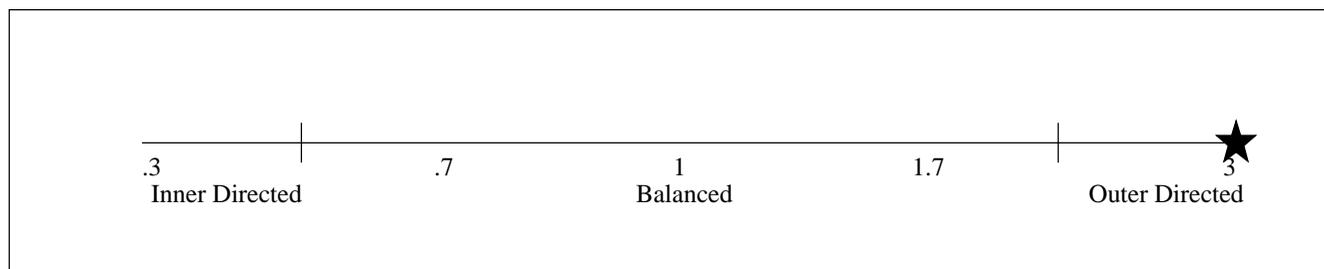
This is your own mental ideas that you expect yourself to live up to. This is your mental image of yourself, your own standards, values, and goals.

Goals
Values
Standards

Attention Balance

HOW YOUR THINKING ABOUT OTHERS AND THE WORLD AROUND YOU COMPARES TO YOUR THINKING ABOUT YOURSELF

- The Ability to Balance Your Own Concerns With Others' Concerns
- Your Willingness and Ability to Face Issues While Under Stress
- The Balance Between Your Own Perspectives and Those of Others'



This orientation is somewhat common (approximately 20% of the population). Outer directed people are better able to understand and address the perspectives, feelings, and concerns of others over their own feelings, desires, and concerns. This is a strength in that it makes you more sensitive to others and the world around them. This can be a weakness when it causes you to avoid important personal matters, situations that need to be faced quickly, or when it causes you to ignore your own needs, dreams or desires. As an outer directed person, you will need to gear up and prepare yourself for situations where you have to deal with stressful personal concerns.

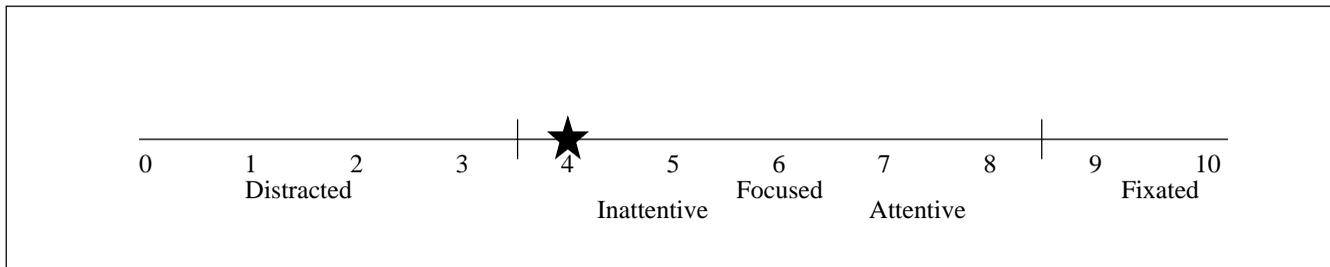
Outer directed people typically work best in roles where responsiveness to others and the world around them is rewarded. Almost every position in the workforce has some outer-directed people since this group makes up the significant part of the population. In this case, it is not that being outer-directed supports one's doing the job, it is that you will focus on others and work when you are under stress and tend to ignore you own needs and wants.

Studies completed by Dr. Leon Pomeroy indicate that outer directed people internalize stress. It is very important for outer directed people to find a doctor-approved means of relieving their body of the stress that has built up (exercise, meditation, prayer, etc.). Dr. Pomeroy proved that outer directedness has a direct relationship to stress-related diseases. You would benefit greatly from doing something on a regular basis to get those pent up stresses out of your body.

Some of the most effective managers and supervisors are outer directed but most are balanced in this area. You will want to make sure you develop clearer, more attentive orientations to those parts of yourself that this report indicates you ignore or discount. By doing so, you will bring your Attention Balance more into balance.

Role Awareness Alert!

Your Relative Self Score



This role awareness alert comes as a result of your low clarity and inattentive bias concerning your relative self. The net result is that you will have a difficult time forming a clear idea of:

- What you like to do best of all
- What you are best suited to do
- The fact that you are not paying attention to your relative value as you struggle with these types of issues.

When you are wondering what you are best suited to do, what job would be best for you, or what you would most like to do, you are unable to think clearly. You hesitate (or are, unwilling) to evaluate yourself or let others evaluate you in a relative, comparative way.

Alerts are warnings that a particular orientation can pose problems for you.

- One potential problem we see is that with such disregard for this aspect of yourself, you may be in a role very frustrating for you. Perhaps it is difficult for you to feel like you are succeeding. Your low clarity will prevent you from being able to be clear and decisive about what your best choices are, and lead you to delay or hesitate to make change.
- A second problem is this orientation can lead you to misjudge your growth as a professional. People with this orientation often find themselves just moving forward without passion or joy.
- A third problem comes from your having your present happiness on hold. This, combined with your inability to be precise about what the best things are for you to do, can make you susceptible to being hyped/coerced into something new, or take on a different role, no better than the one that you left. The longer a person works in a role that frustrates them, the easier it is to make a poor choice about his/her next role.
- A fourth cause of this orientation is that you have never developed a sense that YOU can effect the fun and productive aspects of your own life. A result of your beliefs or from people in your life always correcting your work and efforts. Ultimately it leads to your being skeptical about your relative self:

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