



Clear Direction

Individual Contributor Profile Report

Mr. Sample Customer
September 24, 2006

v1.2.4

Dear Sample,

I am confident this Individual Contributor Profile Report will provide you with insights, practical help, and become a new aide for your ongoing success! At Clear Direction, we developed this product to help you know yourself better and increase your effectiveness professionally and personally.

This report is about you, Sample, and only you. Your test has a reliability index that is derived from the prioritized rankings you assigned to the Hartman-Kinsel Profile. Yours is highly reliable, which means your results are credible.

While this report addresses some of your behaviors, it is not a personality or psychological analysis. It is based on the science of formal axiology, which studies how people think, how people value and compare different things, and how those thinking patterns represent and distort reality. You can read more about this science at our website: www.cleardirection.com.

We have worked with and studied individual contributors for more than fifteen years. At the same time, we have studied and applied the science of axiology in those clients' businesses. By studying and applying axiology in the context of real businesses, we have been able to develop products that our clients have been able to use effectively in highly competitive and demanding marketplaces. This is one of those products and we trust it will provide insight, increase your awarenesses, and give you practical help that you can use immediately.

This report is both a manual and a workbook. Underline, highlight, and write notes in the margins. Set aside time to read it, investigate it, and apply those things that are helpful. But above all, use this report as a tool for your own growth, increased success, and clear direction.

A handwritten signature in black ink that reads "Dr. Bob Smith". The signature is written in a cursive, flowing style with a prominent initial "D" and "S".

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

Table of Contents

Introduction	Your Individual Contributor Profile Report	
	The Hartman-Kinsel Profile.....	1
	Your Individual Contributor Profile Report.....	2
Section I	Being An Individual Contributor	
	Introduction.....	3
Section II	Your Thinking Summary	
	Strengths You Have.....	5
	A Weakness You Have.....	7
	Important eLessons.....	7
Section III	Intro To Our Six Thinking Centers	
	Introduction.....	9
	Our Three World Thinking Centers.....	10
	Our Three Self Thinking Centers.....	14
Section IV	Your Thinking Profile	
	Introduction.....	19
	Your Thinking Scores.....	20
	Your Over-Reliance Centers.....	21
	Your Balanced Thinking Centers.....	25
	Your Under-Reliance Centers.....	28
Section V	How Your Thinking Centers Interact	
	They Can Agree.....	31
	They May Wait For Another Center.....	32
	They May Disagree or Fight.....	33
	They May Overpower Other Centers.....	34
Section VI	Your Thinking Under Stress	
	Introduction.....	39
	Your Stress Profile.....	40
Section VII	Going Forward	
	Your Effectiveness Summary.....	45
	Your eLessons.....	53
Appendix	Frequently Asked Questions.....	54
	Glossary of Terms.....	57
	The Scoring System.....	60

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.

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

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 thinking profile is described in Section IV of this report and provides a model of how you think. 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.

Focus on Getting Things Done

You are focused on getting results, making a good use of your time, and finishing things. Most often this thinking orientation leads a person to be very good at getting things done, like working with others who want to work together to get things done, and not be willing to waste time or resources.

Ability to Prioritize

Your practical judgment is so clear that you have the ability to prioritize and calculate the order in which things should be done. This particular strength does

not necessarily include your being able to analyze or think the steps through, but it does mean that you naturally see what it will take to get the desired results.

Ability to Plan and Organize

Your profile indicates that you have very clear thinking when it comes to organizing and analyzing how things fit together. You naturally see how to best organize and plan things and how to get benefits from plans, order, setting standards, and establishing clear direction.

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.

Personal Courage to Try and Succeed

Your profile reveals that you have a very good ability to know your own inner self, your passions, your feelings, and your value as a unique person. This indicates that you have high levels of personal courage. This courage and confidence in who you are translates into resilience and the ability to try, even after you have experienced setbacks.

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.

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 –

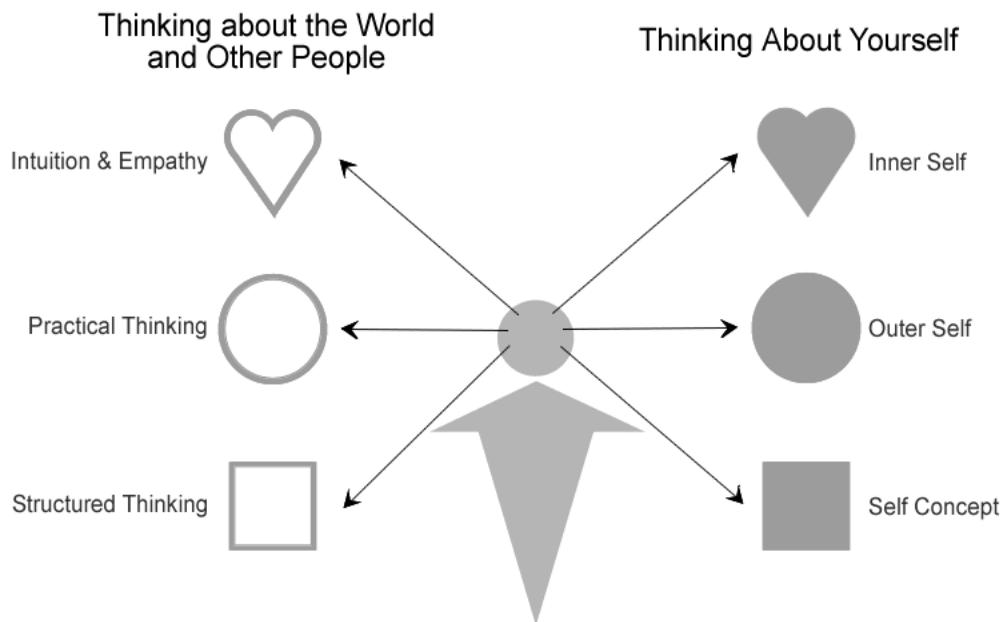
SECTION III

Intro To Our Six Thinking Centers

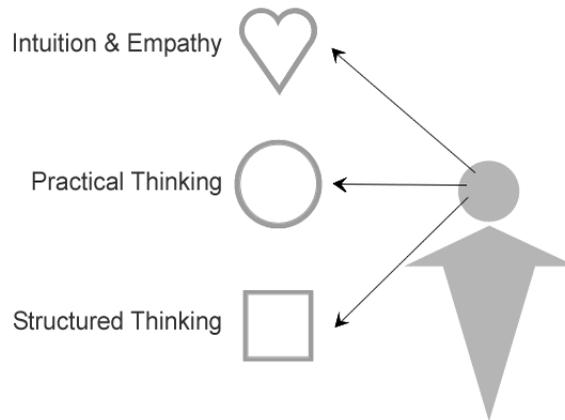
We think, make decisions, and reach conclusions with our brains. Our brains include six different thinking centers that work both independently and interact with each other. This section describes these thinking centers, how they handle various responsibilities, and how they make it possible for us to 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 did not use very much when you ranked the profile statements. This is a very important dimension of our world and of interacting with other people. Be sure to read carefully Section IV that presents a description of you do not rely upon this thinking when it is appropriate.

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

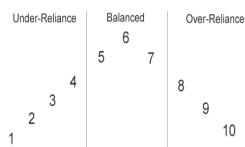
SECTION IV

Your Thinking Profile

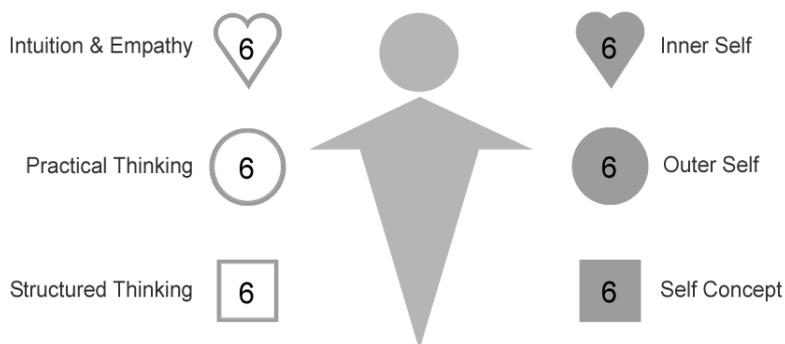
Six thinking centers make up the part of the brain that you use when making decisions. Each center is assigned a number between 1 and 10 to indicate how much and how clearly you use the thinking center (the scoring system is described in the Appendix of this report). The number 6 indicates a balanced and accurate perspective.

The Perfect Thinker's Profile

No one uses all six of their thinking centers in perfect balance. If there were a perfectly balanced thinker, the profile image would look like this:

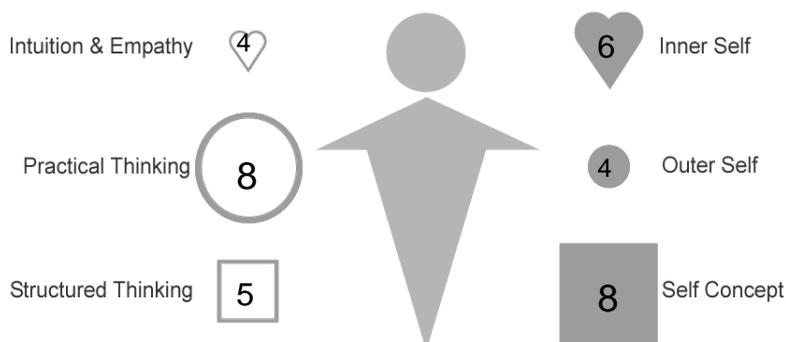


Refer to the Appendix for details of the numeric scoring system



Your Thinking Profile

Sample, here is an image of your thinking profile. The thinking centers you use most have the highest numbers and largest images. The thinking centers you use least have lower numbers and smaller images. The relationships among your thinking centers are described in Section V of this report.



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