



Clear Direction

Manager Profile Report

Mr. Sample Customer
September 24, 2006

v3.2.3

Dear Sample,

I am confident this Manager 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 managers 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.*

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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.

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 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 manager.

Focus On Getting Practical Results

Your profile indicates that you have a natural focus on practical thinking and how things compare. This causes you to constantly assess what the best choices are, what needs to be done, and how things need to move forward to get practical results. This also gives you a natural ability to be able to direct other people, give advice on how to get things done, and how to interact with others to get them to move into action.

Ability To Plan and Organize

Your profile indicates that you have excellent analytical reasoning abilities. This means that you naturally see how things fit together into a whole, how to best

organize and plan things, and how to get benefits from plans, order and clear ideas. This ability also makes it possible for you to provide clear expectations to people you manage, develop clear expectations when delegating, and provide clear explanations when coaching others.

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.

Personal Courage to Try

Your profile indicates 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 is the source of courage and indicates that you have a high level 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. This is a critical element for leadership and is a valuable trait for you in a management role.

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.

Practically Focused

Your profile indicates that you are so focused on making the best use of time, efforts, and keeping things in a state where they can be continually improved, that you will resist defining things in absolute terms because by so doing you are cutting off future possibilities of improving or changing them. While this practical attention is a business strength, it can be a management problem when it is not coupled with providing clear unchanging rules, order, or commitments that your people can rely upon. Be sure to pay special attention to the description of your structured thinking.

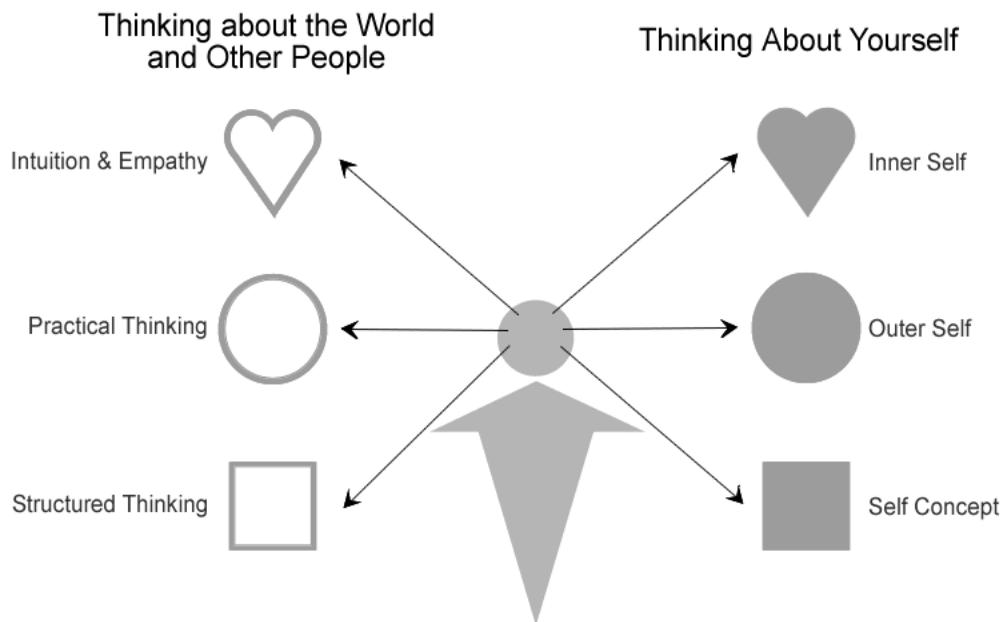
SECTION III

Intro To Our Six Thinking Centers

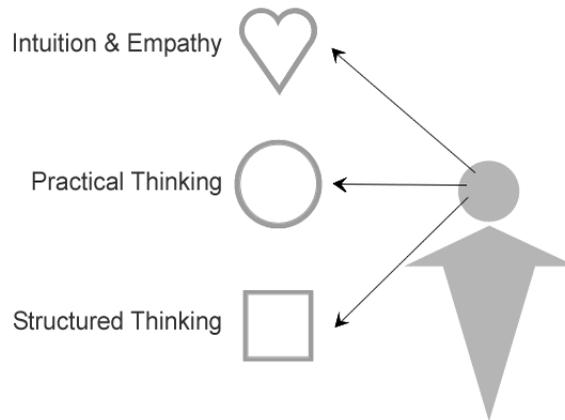
We think, make decisions, and reach conclusions with our brains. Our brains include six different thinking centers that work both independently and interact with each other. This section describes these thinking centers, how they handle various responsibilities, and how they make it possible for us to 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

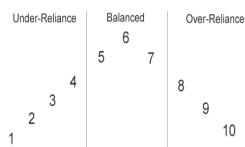
SECTION IV

Your Thinking Profile

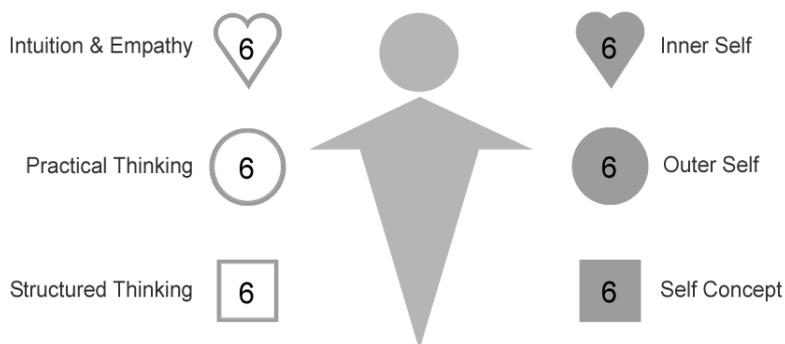
Six thinking centers make up the part of the brain that you use when making decisions. Each center is assigned a number between 1 and 10 to indicate how much and how clearly you use the thinking center (the scoring system is described in the Appendix of this report). The number 6 indicates a balanced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

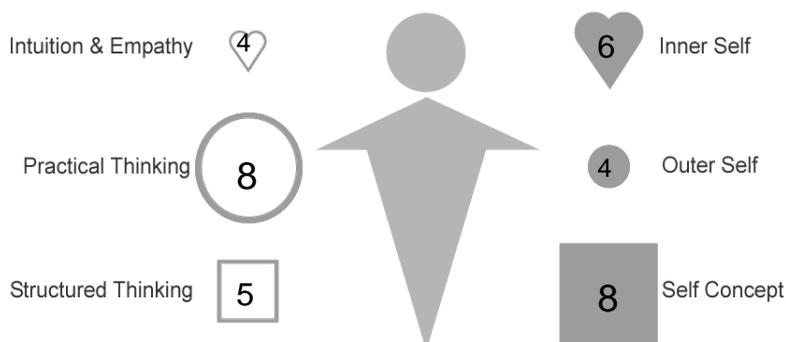


Refer to the Appendix for details of the numeric scoring system



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.