
Clear Direction

Professional 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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	Which thinking orientations that have already been described do you need to be aware of because they can reduce or limit the effects of your strengths. This section also provides specific things you can do to grow in these areas of vulnerability. The personal alerts are descriptions of particular thinking combinations that have been identified to significantly reduce a person's effectiveness. Some people do not get alert pages because their thinking orientations do not combine in those ways.	
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	A summary of different working conditions that can improve or can hinder your effectiveness. It is organized into three parts: Working With Other People, The Nature of the Work Itself, and The Work Environment. It was also designed to serve as a communication tool that can direct meaningful dialogue between you and the person to whom you report.	

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).

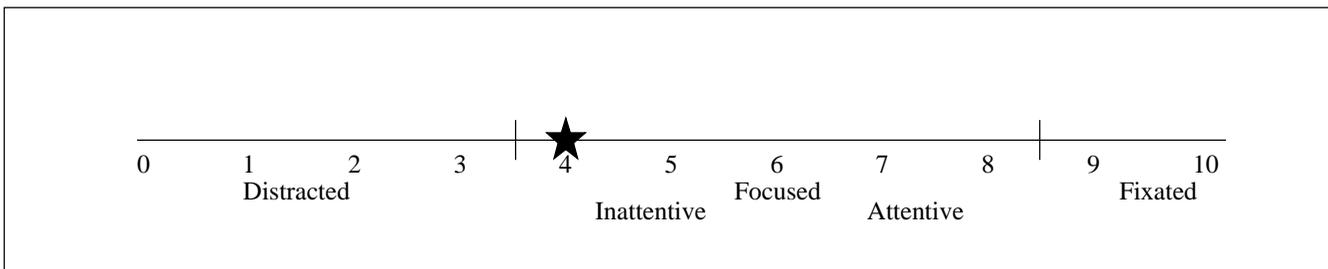
You are able to work more freely in an environment where expression and your individuality do not need to rigidly fit into a defined system (show up at a specific time each day, wear a uniform, work in uniform offices under strictly all encompassing policies, be told how you have to do your job, have 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 Willingness to Use That Intuition in Decision Making: LOW
- Your Propensity to Trust Individuals and Delegate Important Matters to Them: LOW OR GUARDED

Your INATTENTIVE 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 ranking these in comparison to the items that had relative and/or absolute characteristics.

A score of 4 indicates:

- You do not have intuitive ability to read 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 them
- Be so demanding that you can discourage others
- Be distant from them 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 employee comes to you (his manager) 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 managers 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 company insurance will take care of most of the expense of her treatment. Don't worry about your job, you are so valuable to the company that your position is safe."

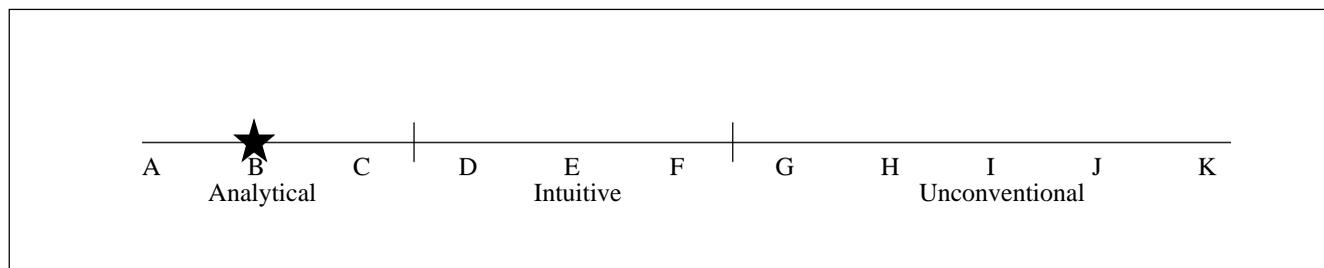
Other managers would appeal to the absolute aspects of this situation. Their responses would be along these lines: "Don't worry about a thing. 92% of everyone who has that kind of cancer is doing fine after 6 weeks of treatment. You also don't need to worry about any black marks on your work record since you have 4 weeks worth of sick days stored up."

You'll notice that this situation actually includes all three aspects, but because the situation is full of unique

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.

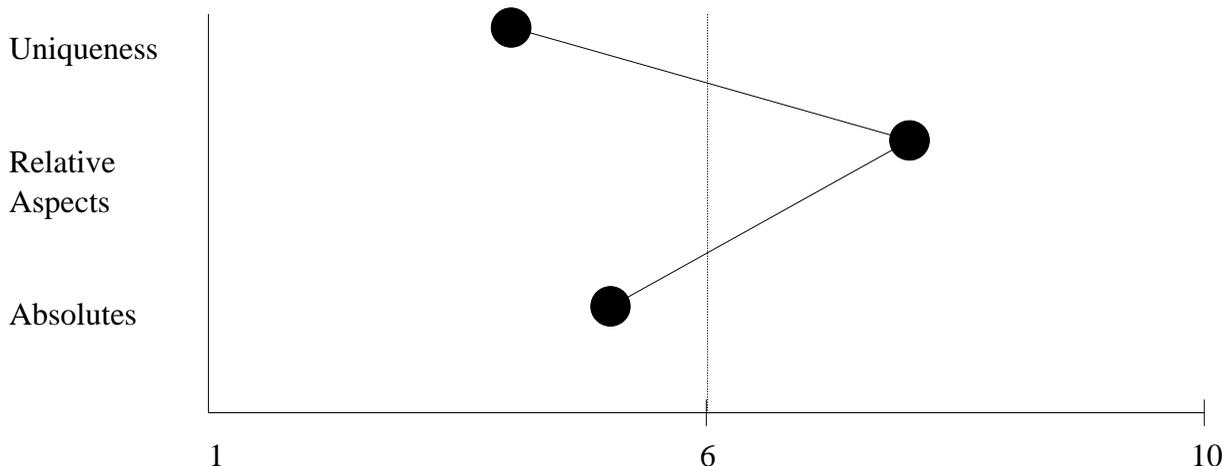
Remember that these three thinking centers all contribute their own perspectives when you evaluate the world around you. The Unique Aspects center is responsible for processing and evaluating other people and things in unique, personal, feelings ways (empathy, passion, intuition, etc.). The Relative 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.



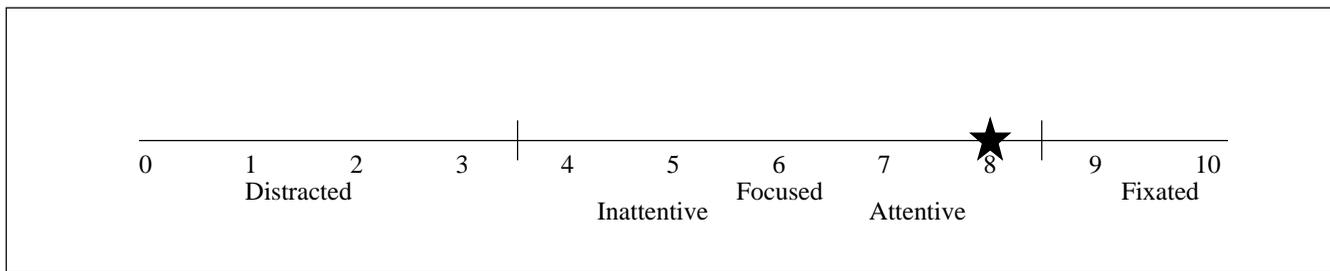
THE DOER

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

Your Ideal Self

ONE PART OF YOUR THINKING THAT EVALUATES YOURSELF ACCORDING TO YOUR OWN VALUES, EXPECTATIONS, PRINCIPLES, AND STANDARDS

- Your Attention to Your Personal Goals, Your Future, Commitments, and Responsibilities
- Your Values, Principles, and Non-Negotiable Rules By Which You Govern Yourself
- Your Self Concept: How You Expect Yourself To Perform, Act, or Be Known by Others
- Your Ability To Receive Counsel, Input or Advice Concerning What You Should Do or What Standards Are Realistic For You To Strive Toward



Your Score: 8

- Your Attention to Your Personal Goals and Your Future: HIGH
- Your Attention to Your Commitments and Responsibilities: HIGH
- Your Values, Principles, and Non-Negotiable Rules By Which You Govern Yourself: VERY IMPORTANT
- Your Self Definition; How You Expect Yourself To Perform, Act, or Be Known by Others: CLEAR
- Ability to Develop Personal Plans and Be Open to Others' Input About Your Life: MODERATELY HIGH

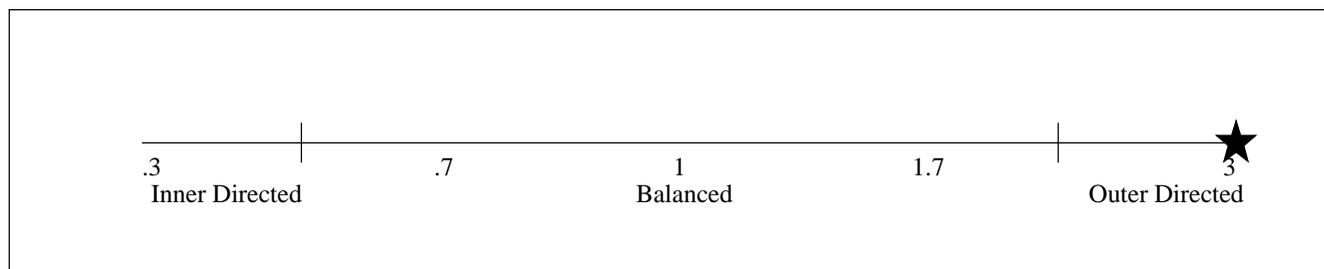
Your ATTENTIVE score of 8 indicates that you are naturally aware of and able to clearly focus on your IDEAL SELF

- A natural source of strength for you
- You will be energized and directed by personal principles and values
- A sense of hope in your future
- Personal goals
- And your own beliefs

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.

Section IV

Your Potential Interferers to Success

When you need help from others.

Everyone has biases in their thinking. These biases can lead us to do things which undo our strengths and successes. According to research, we are never capable of developing our weaknesses so they become greater than our natural strengths. However, we can learn to "grow up" in our areas of weaknesses preventing those weaknesses from neutralizing our strengths.

The goal is to NOT to develop these areas into strengths but to:

- Develop thinking perspectives that help you become capable in new areas,
- Limit the downsides and unwanted effects of your weaknesses,
- Improve your awareness of situations where you are likely to reach false conclusions,
- Grow to a functioning level in those areas that you are weak, and
- Develop strategies so you don't have to do these things very much.

Example: Dave Schmidt is an accountant. He has always been a person who likes to keep things in order, understand how things work, and put things in their proper place. Six years ago, Dave's company paid their salesmen bonuses that exceeded his annual salary.

Because of financial responsibilities, Dave wanted to make the salaries the salespeople were making. He moved into the sales department, took training courses every quarter, and worked hard at becoming a spontaneous, entertaining, and persuasive salesman. Last year he decided to do an appraisal of the past five years. He realized that his years in sales were difficult, frustrating, and not as lucrative as he had hoped. He dreaded going to work, calling on potential clients, and never "meshed" with the other sales people in his company.

After moving back into accounting, Dave noticed that he was much happier, more comfortable with his colleagues, and experiencing more success amidst his peers than amidst sales people.

Potential Interferers to Your Success

IGNORING OF THE IMPORTANCE OF UNIQUE ASPECTS

Your Unique Aspects score indicates that you discount or are inattentive to:

- The importance of and the appropriateness of others' feelings, personal opinions, or passions
- When others appeal to their feelings and desire to be included, you will be unaware of how important, real, or valuable, they actually are.
 - * It will be hard for you to understand how much those feelings affect others doing what they should and getting jobs done.
- When people present these aspects as reasons for what they want and why they make certain decisions, you are likely to discount their appropriateness using rational arguments (either to yourself or verbally to them).
 - * You may miss what actually is being presented.

If your inattentiveness is severe you will have a difficult time:

- Trusting others
- Wanting to listen to their whole story (you'll want to get the Reader's Digest version so you can get on with it!)
- Or struggle with feelings of contempt, ingratitude, disdain, or blatant disrespect

You will have friends, but they will be few and far between. They will have gone through the fires with you to gain your trust.

You will swing from being empathic to being distant and focused on non-people matters.

Your ability to rely on others will swing from trusting the person when you can see him to not trusting him when he is out of your sight.

You will be discrete, playing your cards close to your chest.

You will tend to acknowledge the value of the soft side of others, yet you will have a difficult time spending time or resources to attend to the nurture or care of this aspect of others.

Because this has been identified as a potential interferer to your success, we recommend that you read carefully the section describing your Unique Aspects thinking orientation and work on developing and growing in your ability to address unique aspects situations effectively.

UNDER ATTENTIVENESS TO YOUR RELATIVE SELF

Your being inattentive to what you do and how you compare can inhibit your success in a number of ways.

We have measured inattentiveness and realize that it often leads people to disregard their actual accomplishments.

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