

PROFESSIONAL
SELECTION REPORT

**THINKING
STYLE**

Jane
Sample
9/23/2011

Thinking Style Risk Summary

LOWEST RISK CAPABILITIES			
	Low Risk	Moderate Risk	High Risk
Seeing Potential Problems	✓		
Insight Into Others	✓		
Intuitive Insight	✓		
Concrete Organization	✓		
Using Common Sense	✓		
Persistence	✓		
Short Range Planning	✓		

HIGHEST RISK CAPABILITIES			
	Low Risk	Moderate Risk	High Risk
Role Satisfaction		PRF-33B	
Results Oriented		PRF-26B	
Health/Tension Index	✓		
Attention To Policies And Procedures	✓		
Meeting Established Standards	✓		
Self Esteem	✓		
Consistency	✓		

Prioritized Strengths

1) Seeing Potential Problems: (Managing Problems)-Low Risk

Excellent capacity for identifying crucial issues in complex and confusing situations.

2) Insight Into Others: (Managing Others)-Low Risk

Keen insight into others combined with a positive attitude builds a realistically optimistic evaluation of others.

3) Intuitive Insight: (Managing Problems)-Low Risk

Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.

4) Concrete Organization: (Planning And Organizing)-Low Risk

The ability and the willingness to spend time and energy concretely organizing and planning.

5) Using Common Sense: (Managing Problems)-Low Risk

Excellent ability to see and understand how to get things done in a practical, common sense way.

6) Persistence: (Getting Things Done)-Low Risk

Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.

7) Short Range Planning: (Planning And Organizing)-Low Risk

Tendency toward being an idealistic and perfectionistic thinker and planner who tries to plan for every eventuality.

Prioritized Interview Notes

1) Role Satisfaction: (Managing Self)-Moderate Risk/PRF-33B

They tend to be indecisive and uncertain about what they can do to perform to their best, to hesitate, to feel frustrated and dissatisfied. Test their ability to act with confidence, consistency, and enthusiasm.

2) Results Oriented: (Getting Things Done)-Moderate Risk/PRF-26B

Place these individuals in a real time situation from your work environment to test their ability to see what needs to be done, to respond under pressure, and get things done regardless of what is happening around them.

3) Health/Tension Index: (Managing Self)-Moderate Risk/PRF-35B

They tend to have difficulty adapting when decisions and priorities do not match their expectations and to look for ways to get out of the stress even if they must make a mistake or refuse to take action.

4) Attention To Policies And Procedures: (Managing Activities)-Low Risk

They tend to be a black and white, rule bound person preoccupied with rigid application of rules to the letter of the law. Test their ability and willingness to accepted ideas and practices other than their own.

5) Self Esteem: (Managing Self)-Low Risk

Their belief that others do not give them enough credit can lead them to overestimate their ability to solve customer problems. Test their ability to think beyond their ideas and stay open to customer objections and complaints.

6) Meeting Established Standards: (Managing Activities)-Low Risk

Their dogmatic, black and white thinking lead them to be impatient and frustrated when things do not work out as they expect. Test their willingness to be open to problems and solutions that do not fall on their radar screen.

7) Consistency: (Getting Things Done)-Low Risk

Be careful not to over sell and hype your organization and your job opening. These individuals are not certain about what they want to do. Paint both the benefits and the realities of what you expect from them.

World Thinking Style Graph

The following two pages show the individual's clarity and attention scores for the three World Thinking Style Dimensions and the three Self Thinking Style Dimensions. Note that the direction of the bar indicates the focus of the person's attention. The statements under each bar indicate the individual's general strengths and limitations for the dimension.

WORLD THINKING STYLE

Personal Structured

EMPATHY

Crystal Clear

Inattentive							Cautious			Attentive				Over-attentive						
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100
<p>You are a keenly perceptive individual who has an excellent capacity to objectively see and appreciate the inner worth and unique individuality of others. You have the ability to be optimistic about and open to the needs and interests of others but will tend to be selectively optimistic opening up more readily to those individuals who meet your preset ideas and expectations.</p>																				

PRACTICAL JUDGMENT

Crystal Clear

Inattentive							Cautious			Attentive				Over-attentive						
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100
<p>You have an excellent capacity for practical, common sense thinking and for concrete organization. You tend to be somewhat skeptical and cautious in your thinking leading to a 'Doubting Thomas Attitude' when dealing with practical situations. You have excellent 'street sense' giving you the ability to readily see what the crucial issues are in problem situations.</p>																				

SYSTEM JUDGMENT

Clear

Inattentive							Cautious			Attentive				Over-attentive						
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100
<p>You have a very good capacity for seeing and appreciating the need for structure, order, consistency and authority. You tend to be a conceptual, analytical thinker and a proactive planner who likes to fit all of the pieces together before making a decision. Your strong sense of perfectionism may turn into a stubborn insistence that things be done right regardless of circumstances.</p>																				

Self Thinking Style Graph

SELF ESTEEM

Crystal Clear

Inattentive							Cautious			Attentive			Over-attentive							
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100



You have an excellent capacity for seeing and appreciating your own inner self worth and unique individuality. You have the ability to realistically assess your strengths and limitations; however, you may tend to over value your own abilities, to feel that others do not give you enough credit for your accomplishments.

ROLE AWARENESS

Clear

Inattentive							Cautious			Attentive			Over-attentive							
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100



You have the ability to understand your social/role image but are currently in social/role transition feeling doubts and questions about your social/role image or role performance. You are uncertain about what type of image or role can or will meet your expectations and, as a consequence, can feel frustration and dissatisfaction. Your actions may shift from confidence to a lack of confidence in your current situation.

SELF DIRECTION

Clear

Inattentive							Cautious			Attentive			Over-attentive							
-100	-95	-90	-85	-80	-75	-70	-65	-60	-55	50	+55	+60	+65	+70	+75	+80	+85	+90	+95	+100



You are an extremely goal directed person who has a strong sense of commitment to inner ideals and principles, to what you think is right. You are a very persistent person who is likely to remain on target regardless of circumstances; however, this persistence can turn into insistence that your way is right regardless of circumstances and into a compulsive need to push ahead.

Thinking Style Analysis

Personal Structured

Problem Solving

These individuals will seek to solve problems that will fulfill personal commitments and find it more difficult to solve problems they do not see as important. They will want to maintain order and consistency when developing strategies. They need to be sure that they spend time resolving issues they do not feel are as important but are still necessary. They will be excellent at developing action plans and holding others accountable. They like dealing with long term issues but may miss the short term deadlines. They can understand another's point of view, but may shut down if what they hear does not line up with their present expectations.

Strengths

- Willing to build a sense of trust and loyalty with others
- Communicates with clarity, consistency, and logic
- Willing to listen to others' viewpoints, even when they are different, controversial, or opposed to their own
- Attentive to the consequences of actions taken in conversation
- Ability to clearly state the pros and cons of a situation, tying issues to others' needs
- Ability to project confidence when talking about what they believe in
- Ability to anticipate questions and problems in conversation and provide an organized, logical response

Areas for Development

- May be too concerned about saying the right thing
- Impatient listener, tendency to fix others' problems too soon if it is seen as a way to develop trust and comfort
- May be overly concerned about what or how something is said rather than the effect that it has
- May overlook issues and the other person's concerns that they do not anticipate in an attempt to remain objective
- May end a conversation before the other person was able to fully present their ideas and questions
- May assume that others see and accept their point of view

Thinking Style Analysis

Suggestions for Improvement

- Develop the ability to listen beyond their anticipations and expectations
- Rely more readily on intuitive hunches
- Know what to say to generate interest and create stronger emotional buy-in for their ideas
- Develop greater responsiveness to unanticipated objections
- Stay in touch with non-verbal signals and immediate issues
- Avoid being overly competitive when dealing with objections that they feel are unwarranted

Thinking Style Reference Chart

The following two pages chart the candidate's risk levels in various leadership and management capabilities. Use the reference codes to look up more detailed information.

SKILLS & TALENTS	Low Risk	Moderate Risk	High Risk
Managing Others			
Insight Into Others	✓		
Attitude Toward Others	✓		
Prejudice/Bias Index	✓		
Sensitivity To Others	✓		
Listening To Others	✓		
Talking At The Right Time	✓		
Managing Activities			
Meeting Established Standards	✓		
Doing Things Right	✓		
Attention To Policies And Procedures	✓		
Meeting Schedules And Deadlines	✓		
Attitude Toward Authority	✓		
Attention To Concrete Detail	✓		
Managing Problems			
Evaluating What To Do	✓		
Using Common Sense	✓		
Intuitive Insight	✓		
Seeing Potential Problems	✓		
Proactive/Conceptual Thinking	✓		

Thinking Style Reference Chart

SKILLS & TALENTS	Low Risk	Moderate Risk	High Risk
Planning And Organizing			
Realistic Goal Setting	✓		
Short Range Planning	✓		
Long Range Planning	✓		
Concrete Organization	✓		
Conceptual Organization	✓		
Attention To Planning	✓		
Getting Things Done			
Self Confidence	✓		
Goal Directedness	✓		
Results Oriented		PRF-26B	
Ambition	✓		
Persistence	✓		
Consistency	✓		
Managing Self			
Self Esteem	✓		
Self Assessment	✓		
Self Control	✓		
Role Satisfaction		PRF-33B	
Flexibility/Adaptability	✓		
Health/Tension Index	✓		