



Hartman Value Profile Leadership

An Evaluation of Thinking Styles

Based on Wayne Carpenter's research and extensions of the Hartman Value Profile

Report for: Sample Report

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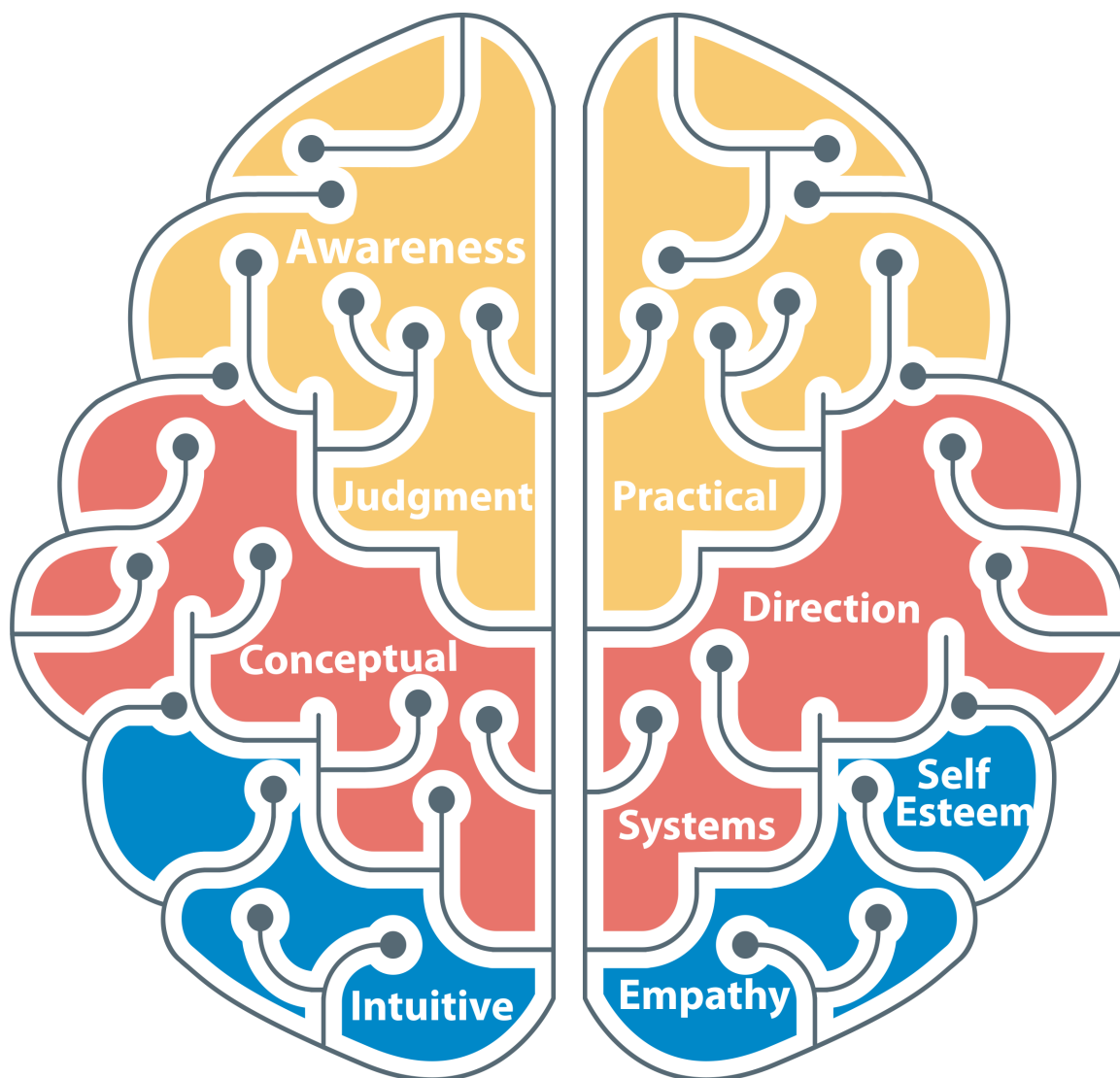
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Thinking Science

The Hartman Value Profile (HVP) assessment is not a psychological, intelligence, or aptitude test. Unlike many self report assessments, this assessment objectively captures your thinking pattern.

This thinking style report documents your brain's natural selection process when making decisions. Understanding the ability to process information is directly linked to strengths and potential blocks to performance.

Thinking and mental processing ability, like musical talent or sports talent, can be learned and improved. Some talents can be great assets in some situations, but can become a hindrance in other situations.



Thinking Style Dimensions

Your thinking ability is reflected in how you access your talents, skills, and attitudes across the core thinking style dimensions. Your overall thinking style is a result of the blend of your world and self thinking processes. This section of the report defines the three core world and self dimensions.

The three core thinking dimensions of People, Task, and Systems are exhibited as follows:

- **People (Intuitive Thinking)** is measured by assessing **Empathy** and **Self Esteem**
- **Task (Practical Thinking)** is measured by assessing **Practical Judgment** and **Role Awareness**
- **Systems (Conceptual Thinking)** is measured using **Systems Judgment** and **Self Direction**

The table below provides a definition for each of these dimensions.

THINKING STYLE DIMENSIONS		
Core Dimensions	World Dimensions	Self Dimensions
<p>PEOPLE Intuitive Thinking</p>	<p>Empathy Ability to see, understand, appreciate, and value others. Ability to relate easily to and make intuitive judgments about others.</p>	<p>Self Esteem Ability to see, understand, appreciate, and accept one's worth as a unique individual.</p>
<p>TASKS Practical Thinking</p>	<p>Practical Judgment Ability to see, understand, appreciate the practical, functional worth of material things. Ability to execute tasks and operational activities to attain short-term results.</p>	<p>Role Awareness Ability to see and understand one's functional worth, one's social or job role, and one's place in the world.</p>
<p>SYSTEMS Conceptual Thinking</p>	<p>System Judgment Ability to see, understand, and appreciate the need for systems, order, structure and standards. Aptitude for conceptual, strategic thinking and planning to attain long-term results, big picture thinking.</p>	<p>Self Direction/Future View Ability to see and understand one's sense of mission and commitment to inner ideas. Ability to be perceptive about self concept and purpose.</p>

Thinking Clarity and Attention

Clarity

Clarity is a measure of your natural ability to see and understand each value dimension. The greater your clarity the more accuracy and precision you have in the judgments that are made in that dimension. Each level of clarity has its own strengths and limitations.

- **Crystal Clear:** The ability to be very insightful, to distinguish differences both good and bad, and to be sensitive to all aspects of the dimension.
- **Clear:** The ability to be in touch with key aspects of the dimension but to overlook some aspects due to allowing some information in and filtering other information out.
- **Visible:** The ability to be in touch with and distinguish some specific aspects of a dimension clearly but overlook or not see other aspects due to selective filtering.
- **Transition:** Indicates the value dimension in question is likely to result in inaccurate or inconsistent decision making leading to mistakes in judgment.
- **Unconventional (World Dimension Only):** The classification of unconventional represents 'out-of-the-box' thinking or mindset. It indicates your natural ability to see things and respond to them in ways which others overlook because you think differently than others

Attention

Attention is a measure of your natural ability to attend to, or pay attention to, specific information to make a decision. Like clarity, attentiveness or inattentiveness can be a strength or a limitation depending on the demands of the environment and degree of balance with the other dimensions.

- **Over Attentive:** Having a bias toward the dimension and a tendency to place a great deal of importance on the dimension.
- **Attentive:** Having a balanced and generally positive view of the dimension and the ability to pay attention to the dimension without losing perspective of other dimensions.
- **Cautious:** Exhibiting caution and skepticism regarding the dimension. Tending not to focus or rely too much on the dimension to make decisions.
- **Inattentive:** Filtering out the dimension or not seeing the importance of it. Tending to be critical and undervalue the dimension. (Note: good clarity may reduce some effects of inattentiveness.)

The following two pages show your 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 your attention. The statements under each bar indicate the your general strengths and limitations for the dimension.

World Thinking Style

- **Empathy (PEOPLE)** - Ability to see, understand, appreciate, and value others. Ability to relate easily to and make intuitive judgments about others.
- **Practical Judgment (TASKS)** - Ability to see, understand, appreciate the practical, functional worth of material things. Ability to execute tasks and operational activities to attain short-term results.
- **System Judgment (SYSTEMS)** - Ability to see, understand, and appreciate the need for systems, order, structure and standards. Aptitude for conceptual, strategic thinking and planning to attain long-term results, big picture thinking.

EMPATHY

How you understand and value the impact your decisions will have on other people and the importance you assign to others as you make choices.

Inattentive

Cautious

Attentive

Over-attentive

Clear - You are a perceptive individual who has the ability to make good judgments about others. You tend to be cautiously discrete in your relationships with others measuring them against your preset ideas, expectations and standards. Moreover, you also tend to be overly critical of and impatient with others and will likely be selectively open to those who meet your standards.

PRACTICAL JUDGMENT

How you understand and value results oriented, comparative choices and the importance you assign to results as you make decisions.

Inattentive

Cautious

Attentive

Over-attentive

Clear - You are a very pragmatic, results oriented person who has a very good capacity to see and appreciate practical, functional results. You have the ability to be a very good practical, results oriented thinker but can become too pragmatic and 'now' oriented in your thinking, paying too much attention to practical, functional results.

SYSTEM JUDGMENT

How you understand and value structure and rules and the importance you assign to the rules as you make choices.

Inattentive

Cautious

Attentive

Over-attentive

Clear - You are a non-conformist and an individualistic person who tends to either overtly or covertly get things done in your own unique and original way. Your individualism can serve as a source of strength but can also generate an overly skeptical and cautious attitude which, in turn, can generate a 'chip on the shoulder' attitude when things do not go as you plan or expect.

Self Thinking Style

- **Self Esteem** - Ability to see, understand, appreciate, and accept one's worth as a unique individual.
- **Role Awareness** - Ability to see and understand one's functional worth, one's social or job role, and one's place in the world.
- **Self Direction/Future View** - Ability to see and understand one's sense of mission and commitment to inner ideas. Ability to be perceptive about self concept and purpose.

SELF ESTEEM

How you currently understand and value yourself.

Inattentive	Cautious	Attentive	Over-attentive
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Crystal Clear - You have an excellent capacity for seeing and understanding your own inner self worth and unique individuality. You tend, however, to not give yourself enough credit, to measure yourself against your own idealistic and perfectionistic expectations or against the expectations of others. In either case, you are likely to blow up your imperfections and to be overly sensitive to what others think or say about you.

ROLE AWARENESS

How you understand and value your current role(s) in life.

Inattentive	Cautious	Attentive	Over-attentive
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Visible - You have the ability to understand your social/role image but you do tend to pay excessive attention to the importance of role accomplishments and social image. You tend to be overconfident in your ability to perform, to expect more out of yourself than you are capable of giving or overestimate the amount of self fulfillment you can attain through social/role status and recognition and through role accomplishments.

SELF DIRECTION

How you understand and value your future and the importance you place on your view for how that future ought to be.

Inattentive	Cautious	Attentive	Over-attentive
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Crystal Clear - You have an excellent capacity to see and appreciate your self direction and inner principles which organize and guide your conduct. You are currently feeling some doubts and questions about which direction is best for you and, as a result, will be in a holding pattern. You are likely to be indecisive about pushing ahead until you are more certain about which direction is best.

Thinking Style

The following page(s) provide a general overview of your Thinking Style.



Problem Solving

You like to come up with realistic solutions that can be put into effect quickly. You will be good at seeing key issues and focusing on the functionally best solution. You will be better at solving short term problems. You will need to put in more effort when thinking about long term results. If you continue to see repeated problems, you may want to step back and get an outside opinion on how to prevent the fire instead of just putting it out. In a group, you may want to direct to keep things focused and you may appear to be advice giving.



Strengths

- Ability to focus on and identify crucial, immediate issues
- Will generate practical, common sense and constructive ideas when talking about solutions to problems
- Ability to read others and focus communication to get what you want
- Sense of individualism which generates enthusiasm for ideas that you believe in
- Ability to handle questions and issues in a practical, timely manner



Areas for Development

- Become too aggressive and competitive about your own ideas and make others feel like they have been pushed, rushed or run over
- Become impatient with others that question your ideas
- Not take time to evaluate others' interest and needs in a conversation
- Overlook the consequences of your actions in a conversation
- Overlook the value of being logical in your requests of others
- Move to quickly through a conversation before others have fully grasped what was being said
- Underestimate the impact of your influence on others and overestimate your ability to understand how others think



Suggestions for Improvement

- Develop patience as a listener
- Develop an openness for other peoples' questions and concerns
- Identify and overcome personal biases and expectations
- Take time to develop trust and respect when communicating with others
- Learn when to back off and allow the other person to speak their mind
- Resist making promises which cannot be kept
- Listen and pay attention to others' needs and interests

Communicating Your Thinking Styles

Now that we've identified your individual thinking style, you can use this information to make more informed and more balanced decisions. A significant challenge exists in communicating with others effectively if they don't think the same way we do. This page outlines some strengths and limitations of core communication based on your thinking abilities to build awareness and help you communicate better with others.



CORE COMMUNICATION STRENGTHS

Being Fair And Consistent

- Sets priorities in relationships
- Deals with conflicting issues in a positive manner

Listening, Delegating And Developing

- Keeps communications clear and to the point
- Assigns tasks clearly and specifically
- Makes certain that each person knows what is expected

Cooperating And Sharing

- Open to ideas and input from others



CORE COMMUNICATION LIMITATIONS

Cooperating And Sharing

- Do not maintain a positive, supportive attitude
- Likely to underestimate the value of cooperation and sharing
- Is not always willing to listen to opposing viewpoints

Being Fair And Consistent

- May not always treat others fairly and consistently

Listening, Delegating And Developing

- Likely to give feedback in a critical, negative manner

Strength and Development Summary

The following two pages chart your strengths and areas for development.

SKILLS & TALENTS	STRENGTHS	SECONDARY DEVELOPMENT	PRIMARY DEVELOPMENT
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			✓

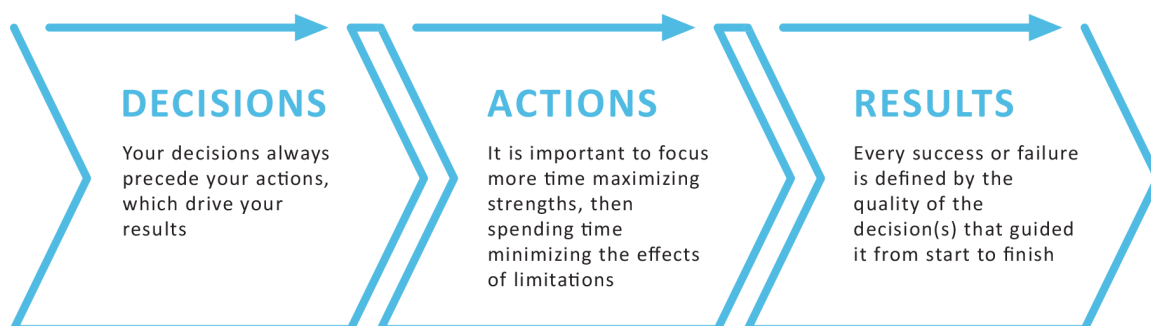
Strength and Development Summary (cont.)

SKILLS & TALENTS	STRENGTHS	SECONDARY DEVELOPMENT	PRIMARY DEVELOPMENT
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	✓		
Ambition	✓		
Persistence			✓
Consistency	✓		
Managing Self			
Self Esteem			✓
Self Assessment	✓		
Self Control	✓		
Role Satisfaction	✓		
Flexibility/Adaptability			✓
Health/Tension Index	✓		

Prioritized Strengths

The following two pages contain descriptions of your specific strengths based on your unique thinking style pattern. Your top strengths are listed in order with your greatest strength first.

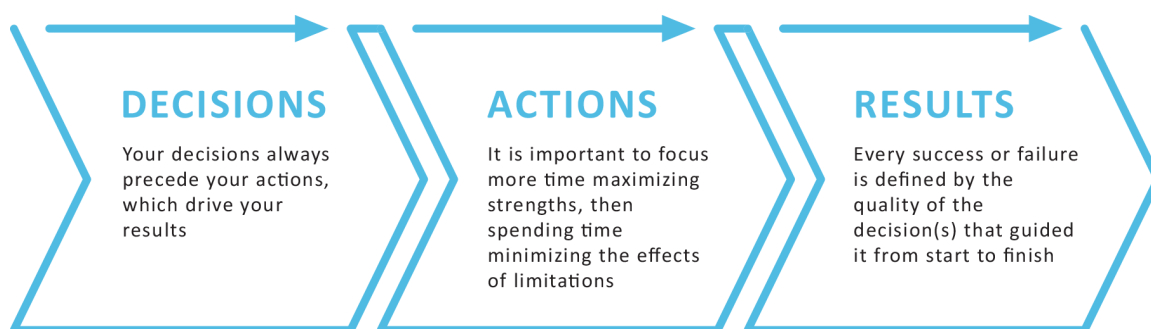
- 1 Results Oriented**
Extremely results and 'now' oriented focusing time and energy on decisions that have an immediate result.
- 2 Role Satisfaction**
Combination of confidence about their ability to perform and an urgency to push ahead and get things done.
- 3 Self Assessment**
The ability to realistically see and understand how to utilize personal strengths in situations.
- 4 Attention To Policies & Procedures**
Strong individualism and respect for rights of customers will focus on implement policies that are beneficial to customers.
- 5 Health/Tension Index**
Unique combination of clear personal identity and a sense of balance helps them see and accept successes and mistakes.
- 6 Self Control**
The ability to maintain composure in difficult prospecting, interview, or closing situations.
- 7 Consistency**
The ability to feel confident and competent about staying on track even in difficult times.



Prioritized Development

This section contains descriptions of your potential limitations based on your unique thinking style pattern. Your top limitations are listed in order with your most significant limitation first.

- 1 Doing Things Right**
Individualistic thinking can lead them to disregard even the need for order, structure, and doing things by standards.
- 2 Attitude Toward Others**
Skeptical and cautious, impatient with others, may not pay attention to needs and concerns of others.
- 3 Attitude Toward Authority**
Strong individualism will lead them to covertly or overtly challenge or disregard existing rules and authority.
- 4 Proactive/Conceptual Thinking**
A preoccupation with 'now' oriented thinking can lead to reactive thinking and a lack of attention to consequences.
- 5 Long Range Planning**
A tendency to be naturally skeptical about the value of spending time and energy on long range planning.
- 6 Prejudice/Bias Index**
Tends to be skeptical and potentially suspicious of others leading to critical, demanding, and impatient attitudes.
- 7 Listening To Others**
Tend to listen, measure and critique everything that is said against a preset, rigid standard.



Action Plan

Please use the information from your Thinking Style Report to consider and complete the following action plan.

1. Based on your assessment results, what new insights do you have in regard to your Thinking Style?

2. What do you feel are your greatest strengths related to your Thinking Style?

3. What potential limitations and biases have you identified in relation to your Thinking Style?

4. Based on what you have learned about your Thinking Style, what are three things you are going to do differently to optimize your performance in the future?
