



Critical Thinking

Understanding your perception and focus

Report For: **Sample Report**

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WARNING! You should not use this or any other test or profile as the sole basis for making a hiring decision. Doing so may result in legal liability. For employment consideration you should consider all relevant factors regarding an applicant's qualifications.

This unique report is based on Robert S. Hartman's Value Profile that was derived from the Science of Valuation (known as Axiology).

Demand for Thinking Critically!

The ability to evaluate facts, trends, and situations is vital in today's information age. Organizations are finding critical thinking to be one of the key competencies of highly successful people and leaders. A lack of situational awareness or perceptual biases in critical thinking can lead to compromised decisions costing organizations time, money, resources, people, or worse - their reputation!

Critical Thinking Breakdown

Critical thinking is not only the ability to take in information and process it, but to create a plan of action, and act on the plan. Critical thinking takes deep reflection and should take into account the unique judgment biases and filters of the individual.

Many factors can affect a person's critical thinking:

- behavior style
- emotional intelligence
- advanced argumentation training
- reasoning ability
- biases and blind spots

Advance training however, does not always guarantee better decisions will be made, as knowing something and applying it are two different things. Understanding one's natural judgment ability and unique style of processing is vital to becoming a better critical thinker as everyone must understand and overcome their potential biases, blind spots, and filters to become a better critical thinker. When in doubt the person can seek out better advice and consciously use targeted reflective thinking to make better decisions.

About This Report

This report will provide you with objective feedback, information, and practical improvement recommendations regarding key aspects that affect your critical thinking, by using the world renowned Hartman Value Profile (HVP) which measures how you think and make judgments about situations. This assessment measures your Processing Tendency and provides a rating of your Critical Thinking Ability in the following six (6) key areas:

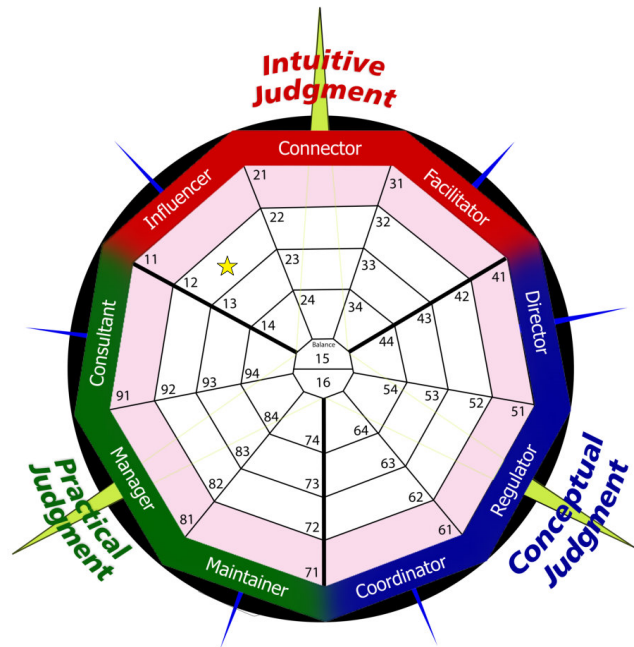
Intuitive Thinking	<p><i>The ability to see, understand and appreciate the uniqueness in others and in situations; having a gut instinct.</i></p> <ul style="list-style-type: none"> • How well do you pick up on cues and regularities or irregularities in situations or people to get a clear gut instinct good or bad of predictable outcomes? How well can you come to a decision without rational thought or inference?
Practical Thinking	<p><i>The ability to see, understand and compare the functional worth of things and the short-term outcomes of a situation or event.</i></p> <ul style="list-style-type: none"> • How efficiently can you sort through information to find what is relevant and important to the problem at hand to effectively produce results in a timely manner?
Systems/Conceptual Thinking	<p><i>The ability to see understand and appreciate the need for order, structure, standards and big picture thinking.</i></p> <ul style="list-style-type: none"> • How well can you grasp the rules that govern a situation and see the big picture? The ability to generalize from the abstract and break things down into component parts.
Personal Strengths	<p><i>The commitment to personal standards, ownership of problems and self-awareness in an effort to effectively negotiate relationships and situations.</i></p> <ul style="list-style-type: none"> • How well can you clearly focus and apply your strengths on key actions that need to happen at different points in time to reach a particular outcome or result?
Execution Ability	<p><i>The capacity for action, goal directedness, ability to focus and determination to create strategic plans and expectations.</i></p> <ul style="list-style-type: none"> • Are you able to use your talents to implement the ideas you generate?
Objective Ability	<p><i>The ability to be positive, open and dynamic, determine relevance, solve problems and make objective decisions while considering all aspects of a situation.</i></p> <ul style="list-style-type: none"> • How good are you about removing bias and generating alternative ideas and solutions?

High Level Critical Processing Style

There are three distinct areas of critical processing or judgment: Intuitive, Practical, and Conceptual/Systems as reflected around the compass below. Not everyone processes equally across all three dimensions and so your critical thinking style described below is made up of your combination of the following three dimensions of thinking.

- Intuitive Judgment: The ability to see, understand and appreciate the unique in others and in situations
- Practical Judgment: The ability to see, understand and compare the functional worth of things and the short-term outcomes of a situation or event
- Systems/ Conceptual: The ability to see understand and appreciate the need for order, structure, standards and big picture thinking

The position of your star indicates your primary focus, be it Intuitive, Practical, or Conceptual. Closer to the center indicates more balance in your thinking.



This compass graphic identifies the 9 primary Judgment styles labeled around the compass and the two balanced styles in the middle of the compass. Each of these styles define a primary judgment focus. For a closer look at your Judgment style and how it relates to your behavioral style and motivation, contact your distributor.

Sample's Critical Processing Style

How You Take in Information:

You gain knowledge through connecting with others and do well in a hands-on situation or role play. You will retain information better by relating concepts and ideas with what you gain from the experience of working with, and copying, others. You learn better when paired with a top performer that sets a higher performance standard than you. You will rely on intuition to connect new information with past experiences. Be careful others do not provide too much feedback or ideas, as you can become overwhelmed. You do not work as well with strong conceptual styles.

Problem Solving

You have strong intuitive and common sense ideas for solving problems. You will be very timely and practical in producing solutions, but you may want to act without evaluating all potential solutions. You are at your best in crisis situations, but may not be as good in long-term situations. You need to make sure that if you deal with the same problem several times; to take a step back and find out what is causing the problem to prevent it from recurring.

How You Sort Information (General Strengths)

- Open to listening and accepting an opposing point of view
- Good team player and sense of duty to serve others
- Able to express your ideas well
- Strong desire for harmony and people before strategy
- Can develop a sense of trust when communicating with others and make them feel significant

Suggestions for Improvement

- Use your ability to listen to others, to fully understand their objections and point of view
- Work with others to set realistic time management and scheduling outcomes
- Be aware of your own personal and emotional biases and keep them in check
- Develop a better sense of timing by watching for the non-verbal signals of others
- Know your emotional trigger points and do not rush your conversations with others

Thinking Summary

Rating Levels: The stronger the rating the more information you can see and process to reach better decisions.

Excellent:	Very strong in the capacity and will utilize it when placed in any critical thinking situation
Good:	Good grasp of the capacity, but may have some situations where it may not be consistently utilized
Focused:	May focus on some aspects in this capacity and not others and be inconsistent in utilizing it across all situations
Transition:	In a state of transition that is affecting the consistency of the processing and it is not likely that they will engage in critical thinking.



Your Overall Critical Thinking Score is *Focused*

Your rating is based on a combination of your ratings in the key areas listed in the table below

Key Area	Rating	Comments
Intuitive Thinking	Good	You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
Practical Thinking	Good	You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
Systems Thinking	Good	You are good at strategic thinking and can utilize your ability to see the big picture in most situations.
Personal Strengths	Good	You are good at knowing how to utilize your personal strengths to solve problems and implement solutions in most situations.
Execution Ability	Focused	You will want to review your abilities in this area to see where you may have potential limitations that are affecting your ability to implement the solutions you come up with.
Objective Ability	Good	You are good at solving most problems and can utilize your problem solving to resolve issues in most situations.

INTUITIVE THINKING - Rating Level: Good

The ability to see, understand and appreciate the uniqueness in others and in situations.

Having a gut instinct about people and situations picking up on what makes a situation or person unique, seeing the relative strengths and limits. The brain, without conscious effort, compares present information with past information to reach a conclusion. Sometimes the grounding behind what is felt is not there, but if special skills in the area being examined are present, hunches are usually right and grounding can be found if explored.

- You are very good at reading and identifying the uniqueness in other people and situations. You feel a sense of kinship to others and have the ability to enjoy being with them and accepting them for who they are.
- You have a strong desire to be open and accepting of others and, as a result, you may see their strengths and not notice as many potential limitations.
- You have strong intuitive feelings and they will usually be right unless strong emotions get in the way. You may find it challenging to deal with potentially difficult situations or people that might involve confrontation.

Suggestions for Improvement

- *If you feel strong emotions about a situation or person you should allow time to regather yourself and attempt to talk with someone you trust to get a more objective view. Be sure to ground your intuitive ability with outside perspectives to ensure you are reading both the good and bad about the people or situation.*

PRACTICAL THINKING - Rating Level: Good

The ability to see, understand and compare the functional worth of things and the short-term outcomes of a situation or event.

Comparing concrete and material objects in relation to each other, plus organizing the information to solve problems that lead to practical results and outcomes. Positive attention in this area drives quick solutions to arrive at results, while low attention may result in additional time to process and come up with multiple solutions.

- You are very good at thinking on your feet, picking up on what is going on around you and sizing up most situations.
- You can provide a very evaluative critique of what you observe by comparing, contrasting, and classifying what you see.
- You have an excellent sense of timing in the present and know what tactics or actions need to be taken to produce immediate results.
- You know how to prioritize what needs to be done and what is practical to meet present expectations.
- You have the ability to pick up on things very quickly and produce practical solutions on the spot. Sometimes you can become too focused on results in the moment and lose sight of the bigger picture or larger outcome.

Suggestions for Improvement

- *You need to realize that many people cannot think on their feet as quickly as you do. They may not jump to action because they lack your experience and processing speed. Be sure to have patience and to clearly explain the steps in your thinking and what you see so that they understand what needs to be done and in what order. In addition, you may need to work on doing more than just putting out fires. Take time to step back and see how to prevent problems from happening and make an effort to look more at long-term gains and not just the short-term ones.*

SYSTEMS THINKING - Rating Level: *Good*



The ability to see, understand, and appreciate the need for order, structure, standards and big picture thinking.

- While you can see and appreciate the need for planning, analytical thinking, and creating a frame of reference between the past, present, and future, you may question it.
- You do not like working in a rigid environment where you are controlled by established patterns, rules, and authority. You may pick out inconsistencies in potential problems and solutions, but may not act on them with any sense of urgency. Hindsight is 20/20.
- You can become confused or disoriented when things do not go as planned or do not meet standards.

Suggestions for Improvement

- *Find ways to create order and routine in your world, and attempt to use prescriptive approaches to problem solving to make sure you consider all sides.*

PERSONAL STRENGTHS - Overall Rating Level: Good

Having clear thinking about yourself and having clear standards is important for realistic critical thinking and using one's strengths to implement ideas. If you have potential biases in this area you may not be open to suggestions from others, you may not have realistic criteria, or may not know how to apply your strengths to implement a project.

Personal Strengths incorporates 3 areas which are:

- A. Commitment to Personal Standards**
- B. Ownership of Problems**
- C. Self Awareness**

A. Commitment to personal standards - Rating Level: Transitional

Valuing oneself clearly and what is done realistically, tends towards high personal standards and better moral choices. Bad choices can still be made, but often come with a high level of guilt.

- You are in a state of transition and may even be questioning the standards you live by and how you can measure success.
- You may not be sure of what you will be doing, or how you will be doing it, making it difficult to establish a set of personal standards.
- You can become either overly optimistic or overly pessimistic.

Suggestions for Improvement

- *You should seek the help of a trusted advisor to help you gain a new direction or aspirations to live up to.*
- *This will also help you to set realistic goals and timelines and provide you with realistic standards you need to keep yourself accountable.*

B. Ownership of Problems - Rating Level: Excellent

The ability to see your own strengths and limits and are able to realistically step back to solve problems as they relate to themselves. More likely to own up to responsibility for a problem when it arises at work.

- You have a very strong capacity to understand your own strengths and potential weak points.
- When problems arise you can realistically step back to solve them and take ownership for what you can do to improve the situation.

Suggestions for Improvement

- *Even though you have many strengths in this area, be sure to still keep it in check.*
- *Emotions can get the best of anyone and it is still important to reflect on what might ignite a defensive response every now and then.*

C. Self-Awareness - Rating Level: Rating Level: *Excellent*

The ability to understand your own relative worth and can see strengths and limitations. This is especially important to know for execution as you need to know your strengths to apply them.

- You are aware of your personal presence. You know what makes you unique and sets you apart from others and yet you may still doubt yourself at times.
- You understand your strengths and limitations, but tend to focus more on your limits than your strengths.
- Your ability to be introspective can keep you grounded even through difficult times. You accept responsibility for yourself and your actions and yet you may fear success.

Suggestions for Improvement

- *Be sure to keep yourself grounded and realize that though you feel you may not measure up; everyone has bad days from time to time.*
- *Take time to self-reflect and seek feedback from others on what you do well, and what you could do to improve your ability to work with others and perform your job more efficiently.*

EXECUTION ABILITY - Overall Rating Level: *Focused*

Effective execution requires you to compare abstract concepts, rules theories, ideas and potentially mathematical and statistical data to create strategic plans that lead to desired outcomes. Includes setting the order of events and the standards that projects need to meet.

Execution Ability incorporates 4 areas which are:

- A. Capacity for Action**
- B. Goal Directedness**
- C. Ability to Focus**
- D. Determination**

A. Capacity for Action - Rating Level: *Good*

How likely you are to use your talent to act on the information you have to make a decision and turn it into a reality?

- You have a good understanding of your own strengths and limits and what is required of you.
- You may not have the talents and strengths or may not know all that is required of you at times to perform to the best of your ability.

Suggestions for Improvement

- *Be sure to seek out feedback for your present role and what is being demanded, so that you can better assess what talents you have, or might need, to obtain the results desired.*

B. Goal Directedness - Rating Level: *Transitional*

This scale indicates an individual's capacity to not only organize and discipline themselves to reach goals, but also the capacity to set realistic and rewarding goals for self-development. A strong score is an indication that there is a greater potential to utilize the talents from external judgment and crucial thinking and translate them into action. A low score in this area indicates either a lack of initiative to set goals, or the tendency to set unrealistic and perfectionistic goals that are not attainable or rewarding.

- You appear to be in a state of transition that has set you back and made you question what your future looks like. You may have some extreme circumstances that you are facing at this time and you are attempting to just get by day to day.

Suggestions for Improvement

- *Work with someone you know and trust to help you resolve some of what you are facing and how to manage your present situation. This will help you to eventually regain some hope for the future and to set goals that are rewarding again.*

C. Ability to Focus - Rating Level: Good

Focusing on the matters at hand without being distracted by other things or problems in the outside world.

- You have the ability to concentrate on what matters to solve a problem even when there are minimal distractions around you.
- You know how to figure out what is important and focus on it.

Suggestions for Improvement

- *To be at your best, remember to remove distractions, such as phones and computers, and reduce emotional issues that may be tied to the problem.*

D. Determination - Rating Level: Focused

Maintains a push toward resolving personal issues that may get in the way of reaching goals. Can concentrate and maintain drive despite setbacks. People strong on determination have the ability to see themselves in the future and organize and effectively set goals. This measure can also indicate the amount of persistence and discipline they have to make their goals a reality.

- You may be at risk of losing your focus in situations that block your ability to see the finish line.
- Circumstances may be too difficult for you to see into the future, or you may not be excited about the goals that have been set for you, so you feel like giving up.

Suggestions for Improvement

- *You may want to work with someone you trust to help you find ways to increase your focus. You may either need to set more small realistic goals that you can reach, or find ways to work around the obstacles that seem too hard to overcome at present.*

OBJECTIVE ABILITY - Overall Rating Level: Good

How efficiently information is sorted to find what is relevant and important to the problem at hand. It is an indication of one's ability to sort through incoming information to find what is relevant and important to the problem at hand.

A good score in this area indicates your ability to maintain a positive and dynamic attitude towards the things going on the environment even in a potentially stressful situation. A weak score in this area indicates a potentially skeptical outlook towards the information they receive and dealing with situations that do not go as planned or have potential setbacks. They may find it difficult to maintain a positive outlook under stress and may lack real purpose for doing what they do, or feel inadequate in their job which can lead to inconsistencies in performance.

Objective Ability incorporates 4 areas which are:

- A. Receptive to New Ideas and Information**
- B. Integration Ability**
- C. Strategic Planning Ability**
- D. Overall Problem Solving Ability**

A. Receptive to New Ideas and Information - Rating Level: Excellent

Keeping a positive, open and dynamic attitude toward information being processed.

- You have a very good ability to maintain a positive and dynamic attitude towards new information and the things going on around you even in stressful situations.
- You are good at taking in and processing information about your relationships with others, problem solving, organizing and creating strategic plans.

Suggestions for Improvement

- *Be sure to keep situational stressors in mind when making strategic decisions as they could still potentially impact your ability to be open minded to information.*

B. Integration Ability - Rating Level: Good

Integration ability measures an individual's ability to size up and see what is relative in a complex situation. It indicates their ability to integrate information from all three areas of critical thinking, the intuitive, the practical and the abstract or conceptual to solve problems, formulate a solution, or develop a plan.

- You can solve a variety of complex problems in practical ways, including those involving people, unique situations, and complex conceptual concepts. You can pick out what is important and what should be the priority.
- You can evaluate information on many levels and, in most situations, you can keep your personal biases in check to help you reach a sound decision.

Suggestions for Improvement

- *Be sure to keep your emotions in check, as anyone can make poor decisions when emotions take over.*

C. Strategic Planning Ability - Rating Level: Excellent

The ability to conceptualize the future, to see what ought to be and visualize plans to make it so.

- You have a very strong capacity for strategic and long-term planning.
- You know how to prioritize goals to reach the desired outcome because you can pick up on the relevant information for realistic timing and importance.

Suggestions for Improvement

- *You process information so quickly that many people around you cannot process fast enough to follow you or your ideas. You may need to slow down and break down the steps for those around you so they can gain the same perspective that you have.*

D. Overall Problem Solving Ability - Rating Level: Excellent

The ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem. The ability to pull equally from the different aspects of a situation without letting go.

- You have an excellent ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem.
- You can process a great deal of information and still see what is relevant in a complex situation and make the right decision.

Suggestions for Improvement

- *Your ability to take many things into perspective at the same time is difficult for many of those that you work with. You may need to break down how you go about reaching a solution and how you prioritize the information so they can gain the same perspective that you have.*