



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**

Date: **10/23/2019**

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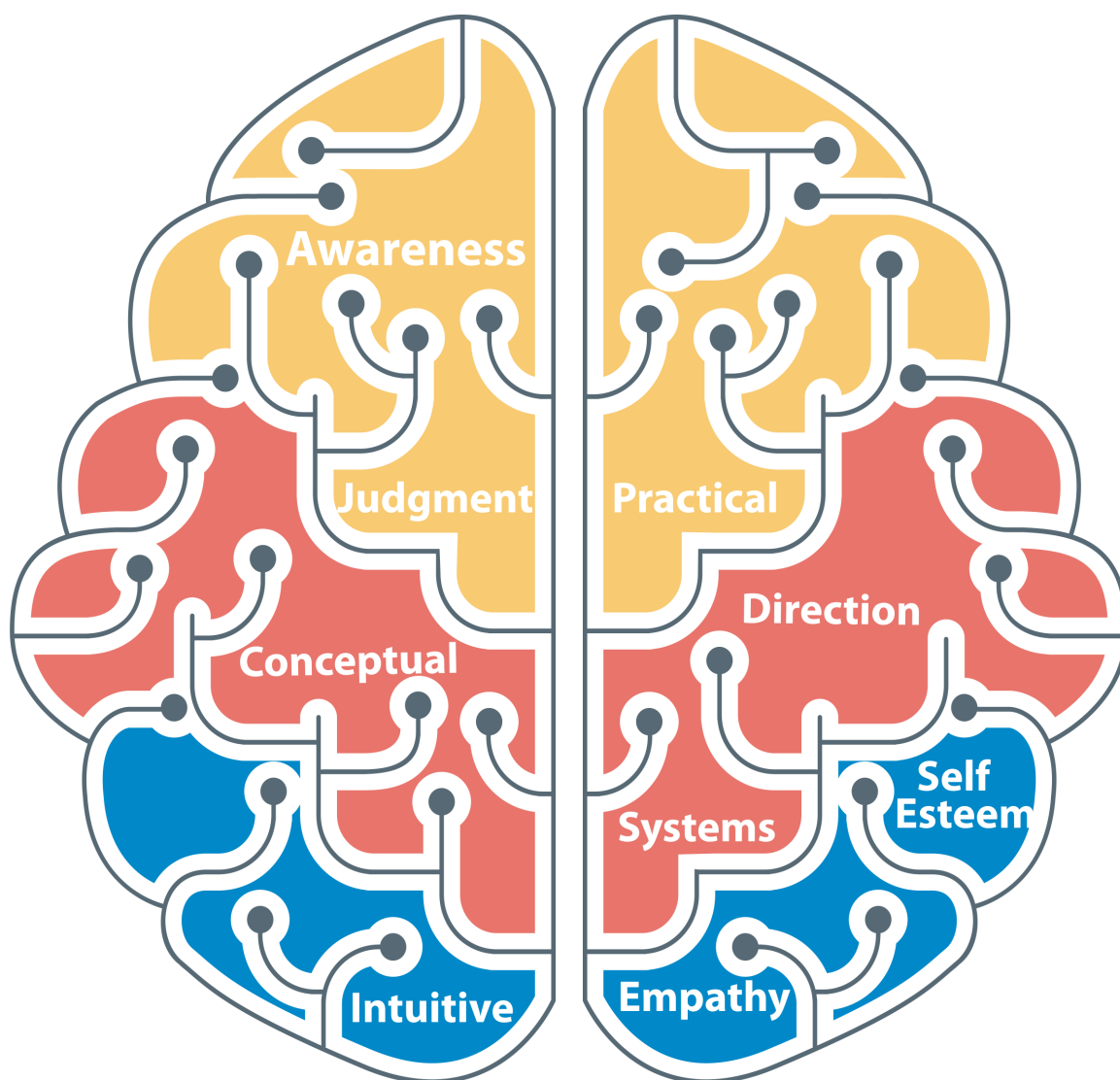
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Thinking Science

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
PEOPLE Intuitive Thinking	Empathy Ability to see, understand, appreciate, and value others. Ability to relate easily to and make intuitive judgments about others.	Self Esteem Ability to see, understand, appreciate, and accept one's worth as a unique individual.
TASKS Practical Thinking	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.	Role Awareness Ability to see and understand one's functional worth, one's social or job role, and one's place in the world.
SYSTEMS Conceptual Thinking	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.	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.

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.



Crystal Clear - You are a keenly perceptive individual who has an excellent capacity to make sound judgments about others. You are an intuitive, feeling person but you tend to relate in a cautiously discrete manner. Moreover, you are likely to open up more readily to those who meet your biases and expectations and can become overly critical of and impatient with others especially when they do not measure up.

PRACTICAL JUDGMENT

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



Unconventional - You are a very unconventional, non-conformist thinker who tends to see practical, concrete values in patterns which others, because of a more traditional way of thinking, are likely to miss. You tend to be somewhat skeptical and hesitant in your thinking about practical matters and can develop a 'chip on the shoulder' attitude when things do not work out as planned.

SYSTEM JUDGMENT

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



Visible - You are an individualist who will tend to overtly or covertly get things done in your own unique, creative, and original way. Your individualism can generate an overly skeptical and cautious attitude which can lead to a 'chip on the shoulder' attitude when things do not work out as you expect. You may also become a reactive or retroactive thinker focusing on crises as they occur.

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.



Clear - You have a very good capacity for seeing and appreciating your inner self worth; however, you tend to feel that others do not give you sufficient credit for your accomplishments. You may develop feelings of self pity which can create a strong feeling that you must do more than others to be recognized and appreciated by them.

ROLE AWARENESS

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



Clear - 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

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



Clear - You are a very goal directed person who has the ability to realistically see and set your self goals. You also have the ability to be a persistent individual who is likely to stay on target once your direction is set. This sense of persistence, however, can turn into a stubborn insistence that your way is right regardless of current circumstances.

Thinking Style

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



Problem Solving

You are great with short term problem solving and will be highly creative in the solutions you seek and approaches you take. You will struggle with long term plans and being consistent as you may approach things differently every time. It may be difficult for you to stick to a problem solving plan of action. You may have difficulty working in teams and will need to keep an open mind to others' thoughts and opinions.



Strengths

- Will be a practical problem-solver and use natural common sense thinking, but can also be inventive and novel with ideas and methods
- Can focus on results and have a sense of urgency to make things happen
- Can identify immediate issues and organize your decisions around concrete goals to solve immediate problems
- Will communicate a strong sense of individualism and independence
- Can handle questions and problems in a practical and novel way
- Will focus conversation around practical, concrete, and common sense ideas



Areas for Development

- Can be too results and now-oriented, generating a lack of patience for dealing with other people's issues and concerns, especially those that you see as unnecessary
- May become forceful and competitive in how you impose your ideas on other people, potentially making them feel uncomfortable or pushed
- Tendency to overlook the non-verbal signals of others
- Can be impatient and inattentive to other people's needs and interests
- Can view conversation as a competition, responding aggressively in the defense of your ideas, regardless of the consequences
- You may underestimate the impact of your decisions on others and overestimate your ability to deal with other people's objections
- Can develop reactive thinking and negative attitudes, especially when things do not work out as planned



Suggestions for Improvement

- Develop patience as a listener for other people's need and interests
- Develop an openness and patience for other people's questions and concerns
- Overcome personal biases and expectations
- Take time to develop trust and respect from other people
- Learn when to back off and allow other people time to decide
- Think through promises to make sure they can be kept

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

- Treats others fairly and consistently

Cooperating And Sharing

- Maintains a positive, supportive attitude
- Willing to listen to opposing viewpoints

Listening, Delegating And Developing

- Gives feedback in a positive manner
- Makes certain that each person knows what is expected



CORE COMMUNICATION LIMITATIONS

Being Fair And Consistent

- Does not always see problems from all perspectives
- May have difficulty dealing with conflicting issues

Cooperating And Sharing

- Likely to underestimate the value of cooperation and sharing
- Likely to be too critical ideas and input from others

Listening, Delegating And Developing

- Not always clear or direct in their communications
- Have difficulty assigning tasks clearly or specifically

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			✓

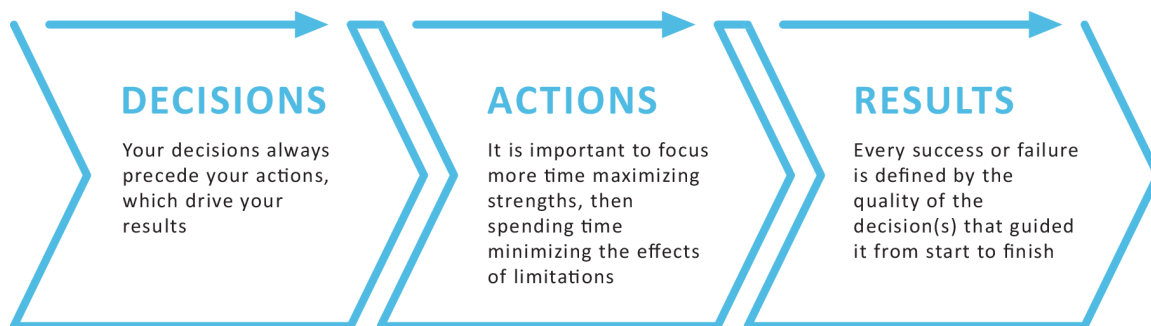
Strength and Development Summary (cont.)

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.

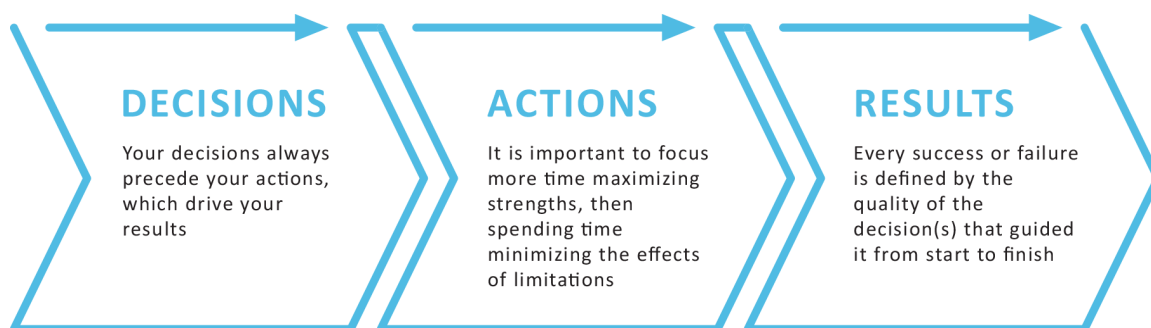
- 1 Persistence**
Strong personal commitment to stay on track and complete goals and tasks regardless of what happens.
- 2 Insight Into Others**
Keen insight into others combined with cautiously discrete attitudes generates cautious optimism about others.
- 3 Attitude Toward Others**
Cautiously discrete attitude that stays in touch with the positive and negative potential of others.
- 4 Intuitive Insight**
Very Good ability for relying on intuitive insight and inner 'gut' feelings for identifying and solving problems.
- 5 Self Assessment**
The ability to realistically see and understand how to utilize personal strengths in situations.
- 6 Self Control**
The ability to maintain composure in difficult prospecting, interview, or closing situations.
- 7 Sensitivity To Others**
Very Good understanding and acceptance of others generates cautiously discrete but fair treatment of others.



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 Seeing Potential Problems**
Lack of balance or focus in their thinking can lead them to overlook crucial issues.
- 2 Health/Tension Index**
Inner directed, self-directed thinking can generate anxiety frustration and despair.
- 3 Attention To Policies & Procedures**
Unconventional, spontaneous practical thinking leads them to challenge standards simply for the sake of the challenge.
- 4 Results Oriented**
Unconventional, cautious thinking can create an inconsistent focus on results and immediate circumstances.
- 5 Short Range Planning**
Natural skepticism can cause you to discount the need for planning especially on a day-to-day, tactical basis.
- 6 Conceptual Organization**
A tendency to discount the need for order and structure can cause your thinking to become disorganized and confused.
- 7 Attention To Concrete Detail**
Pays attention only to what is important to them, to their agenda and priorities.



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?
