



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:

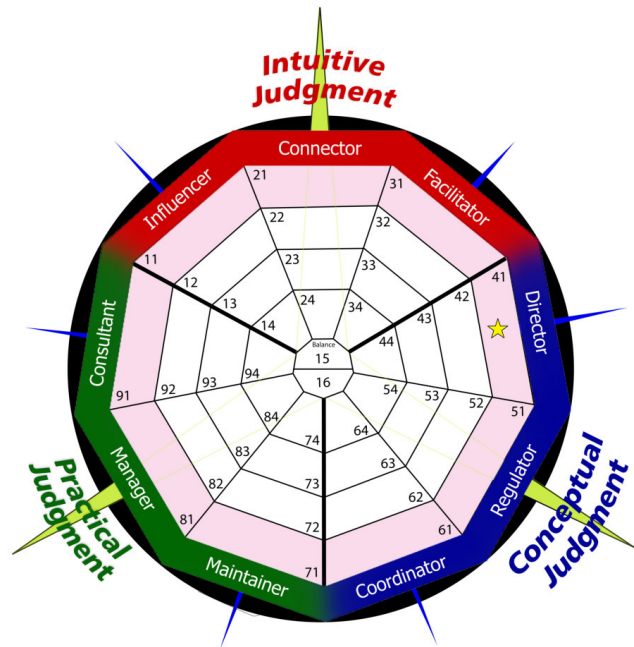
Intuitive Thinking	<p><i>The ability to see, understand and appreciate the uniqueness in others and in situations; having a gut instinct.</i></p> <ul style="list-style-type: none"> • How well do you pick up on cues and regularities or irregularities in situations or people to get a clear gut instinct 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 are focused on results and how they are going to be reached. You want to understand and buy into the complete strategy that will lead to the desired outcome. You do better when you build on past experience and know you have what it takes to get the job done. You also do better when the end result justifies the means for getting it done. You need to be careful to think things through completely before becoming critical. You work best with people who are intuitive and practical as it helps to keep you grounded.

Problem Solving

You are excellent at breaking down problems and following a set sequence of logical steps for the long term solution. You like to take time to create strategic action plans, but may get stubborn about following them even when circumstances may change. You like to work in situations that give you the time to plan and to follow through on the plan. However, your need to do things the “right” way may make it difficult for you when the decision is also time sensitive.

How You Sort Information (General Strengths)

- You are very consistent, logical and clear in your communication with others
- You can listen to different points of view, even when they are not your own and provide constructive feedback and organized and logical responses to objections
- You are a big-picture thinker and can see and understand how all the parts fit together
- You are concerned about the consequences of actions
- You can project confidence when communicating with others about topics of interest

Suggestions for Improvement

- Generate a stronger emotional connection with others; start with “why” and not “what” or “when”
- Develop the ability to listen beyond what you anticipate or expect
- Be more open to what you feel intuitively
- Be open to objections that you do not anticipate
- Keep in touch with non-verbal signals that are counter to your expectations

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	Focused	You will want to take time to seek advice when it comes to practical thinking so as to reduce potential blind spots or biases that may affect your ability to do what needs to be done to reach timely results.
Systems Thinking	Good	You are good at strategic thinking and can utilize your ability to see the big picture in most situations.
Personal Strengths	Excellent	You are very strong in this capacity and will utilize your personal strengths to resolve problems and implement solutions.
Execution Ability	Good	You have a good ability to understand what it will take to turn your ideas into results in most situations.

Objective Ability	Transitional	It appears that you may be in a state of transition at the present moment that is affecting your ability to problem solve. You may want to seek advice from a coach to help you deal with your present difficulties and to help you gain a more robust problem-solving strategy again.
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INTUITIVE THINKING - Rating Level: Good



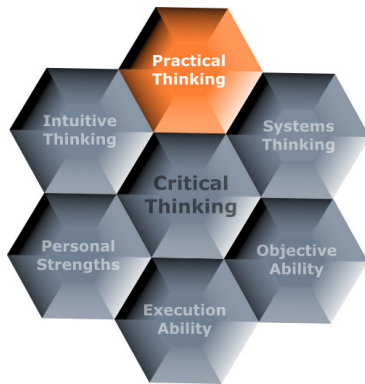
The ability to see, understand and appreciate the uniqueness in others and in situations.

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 have a realistic, but also cautious view of people and situations. You can be with others and see and hear things from their perspective.
- You often show more respect than emotional concern. Your caution may also cause you to be too critical of others at times, which can create self-fulfilling expectations, that is, if you anticipate potential problems and limits, you will find potential problems and limits.

Suggestions for Improvement

- *Keep your cautious approach in check so that you can remain open minded and be more objective in a critical thinking situation, especially if it involves other people or situations you have not had a good experience with. While your ability to keep a professional distance can be an asset, be sure you work hard not to let your first impressions stick in long-term relationships, especially if they are overly cautious or negative.*

PRACTICAL THINKING - Rating Level: *Focused*

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 unconventional in your conceptual planning and thinking which helps you think outside of the box when you formulate ideas, strategies, and plans that others may not think of.
- You may spend more time attempting to be creative and unique than on being organized and well planned out. You will have difficulty in strict work environments that prevent you from being creative and innovative.
- You can become frustrated when people do not appreciate or understand your ideas.

Suggestions for Improvement

- *Be careful not to become too locked into an idea before running it past a few people to gain feedback. Keep at least a few people apprised of your ideas as they can become your advocate and help others understand what you would like to accomplish.*
- *It may be good to slow down when presenting your ideas to others and attempt to relate them to concepts and ideas that they are familiar with. You can naturally make leaps in your thinking that others need help to follow.*

SYSTEMS THINKING - Rating Level: *Good*



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

- You are innovative in your conceptual planning and thinking which helps you to think outside of the box and formulate ideas, strategies, and plans that others may not think of.
- You may spend more time attempting to be creative and unique than on being organized and well-planned out.
- You may have difficulty in strict work environments that prevent you from being creative and inventive . You can become frustrated when people do not appreciate or understand your ideas.

Suggestions for Improvement

- *It may be good to slow down when presenting your ideas to others and attempt to relate them to concepts and ideas that they are familiar with.*

PERSONAL STRENGTHS - Overall Rating Level: **Excellent**



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: **Excellent**

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 have a strong sense of inner values that become your strength in difficult times. They guide your actions and are consistent across situations.

Suggestions for Improvement

- *Stick to your high personal standards when faced with difficulties or you may feel a sense of guilt for compromising when not upholding what you know to be right.*

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: Good

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: Excellent

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 are good at organizing yourself to take action.
- You have a clear view of yourself in the future and enough discipline to reach the goals you set. After making a decision, you have the drive to move forward to make your plans a reality.

Suggestions for Improvement

- *You may set goals that are too perfectionistic or idealistic or may not have enough personal reward. You can become locked into accomplishing goals and not know when to cut your costs and make new ones.*
- *Work with someone you trust to make sure your goals continue to be realistic and rewarding. Find ways to set reevaluation points into your goals, to ensure that you are making positive progress and not getting locked into a direction that will not get you where you want to go.*

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: *Transitional*

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: *Focused*

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

- You are struggling to maintain a positive and dynamic attitude towards new information and the things going on around you. This may be the result of a potentially stressful situation, or that you are over attentive to one aspect of your present situation, such as your relationships with others, work dynamics, or other strategic plans.

Suggestions for Improvement

- *The first step in improving in this area is recognizing what may be triggering defensive thinking or fear as both can shut down the brain and make it impossible to be open to ideas. Once your trigger is identified, attempt to find a way to reduce your fear or let down your defenses. One way to do this is to attempt to prove yourself wrong, or think of at least one counter example to the fear you have.*

B. Integration Ability - Rating Level: Transitional

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 may be going through a potentially stressful situation that makes it difficult for you to maintain a positive attitude towards new information and the things going on around you.
- You may have difficulty dealing with complex problems and situations as you are being drawn to look at some aspect of a problem, instead of remaining open to all information. As a result, you may neglect picking up on valuable information that could lead to making a more balanced and sound decision.

Suggestions for Improvement

- *Avoid situations where you are rushed to make a quick or hasty decision; your perception is greatly reduced when there is a time constraint. If you have made a poor decision in a given situation before and do not want to make the same mistake again, seek out advice from someone you trust to give you a deeper long-term perspective. Einstein noted himself that the level of thinking that created a problem is never enough to resolve it.*

C. Strategic Planning Ability - Rating Level: Good

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 faster than many people around you and they may have difficulty following line of reasoning and planning. 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: Transitional

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.

- Your state of transition is making it difficult solving problems because you may have emotions or biases that are blocking you from seeing what information is most important.

Suggestions for Improvement

- *Take time to reflect on the types of decisions that have been difficult for you in the past. Know that when you face similar situations in the future that you may want to seek out advice from a trusted friend or colleague.*
- *Take time to understand the underlying motivation when you make decisions. Do you do things to avoid pain or to promote pleasure? It may help you understand the biases that are effecting your decision making.*