



Critical Thinking

Understanding your perception and focus

Report For: **Archie Sample**

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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:

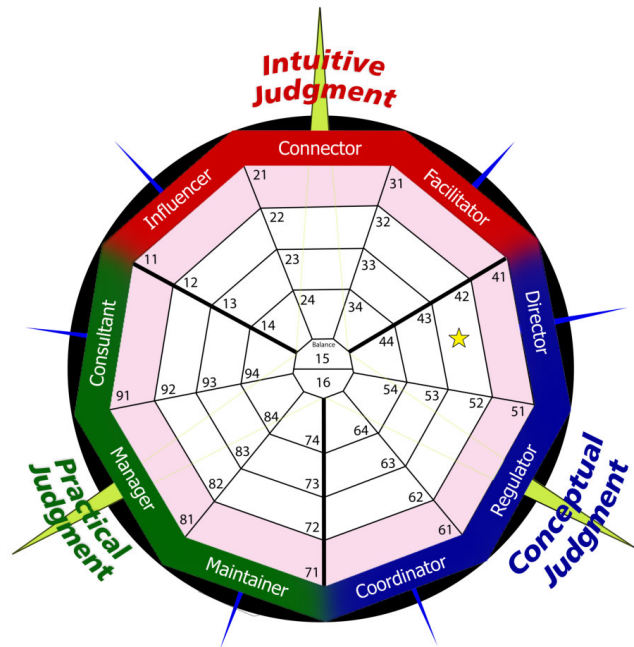
Intuitive Thinking	<p><i>The ability to see, understand and appreciate the uniqueness in others and in situations; having a gut instinct.</i></p> <ul style="list-style-type: none"> • How well do you pick up on cues and regularities or irregularities in situations or people to get a clear gut instinct 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.

Archie'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 Good

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	Excellent	You are very strong in this capacity and should utilize your intuition about people and situations when you have that gut feeling about the solution. If needed, you can find ways to ground the gut instincts with past experience.
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	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	Good	You are good at solving most problems and can utilize your problem solving to resolve issues in most situations.

INTUITIVE THINKING - Rating Level: *Excellent*



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 very realistic view of people and situations. You enjoy being with others and can see and feel things from their perspective.
- You will have a cautious approach towards new people and new situations, but may show more respect than emotional concern. Your caution may also cause you to be too critical of others at times.
- When you anticipate potential problems and limits, you will find potential problems and limits. 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.

Suggestions for Improvement

- *Be sure to ground your intuitive ability with outside perspectives, to ensure you are reading both the strengths and limits in the people or situations. While your ability to keep a professional distance can be a great asset, be sure you work hard not to let your first impressions stick in long-term relationships.*

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 picking up on what is going on around you, but have a very cautious approach to any situation.
- You can provide an evaluative critique of what you observe by comparing, contrasting, and classifying what you see.
- You prefer to delay decision making and action until you have a full understanding of the situation and eliminate what might not work. When you doubt something, your focus is on why it will not work which can prevent you from seeing what could work and actually producing results.
- Your eye for detail may cause you to hesitate even more as you wait for everything to be perfect. This can make you appear to others as being indecisive, negative, and too advice giving.

Suggestions for Improvement

- *Attempt to look for the positives in any situation and set guidelines for yourself, so that you learn to act more quickly to reach goals and take advantage of opportunities in the present. While you want things to be perfect, sometime it is best to just produce something and fix the problems later.*
- *Ask permission before giving advice, as some may take your advice the wrong way. While it is important to think about how to prevent a fire, sometimes you have to just put the fire out.*

SYSTEMS THINKING - Rating Level: *Good*



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

- You are good at planning, analytical thinking, and creating a frame of reference between the past, present, and future.
- You have a need to follow established patterns, rules, and authority. You can pick out inconsistencies in potential problems and solutions.
- You may see the world as black and white at times. You may find it difficult when implementing your ideas if people or situations do not meet your expectations.

Suggestions for Improvement

- *Take time to reflect on your expectations and how realistic you may be. What types of situations, topics, or people tend to set you off when they do not meet your expectations? Find ways to reduce your response to them by acknowledging them and then attempt to see other possibilities or outcomes, or find ways to set more realistic expectations by talking with others and getting feedback.*
- *In your desire to reach your goals, or meet other people's expectations, you may underestimate the amount of time it will take to complete a task or overestimate your ability to execute. When setting long-term goals, you may want to consult with some close advisors to ensure that you are being realistic about the amount of time it takes to complete certain tasks.*
- *You may also want to reflect back on past projects and how long it has taken you to complete specific tasks. If this is a new type of project for you, you may want to consult with others who have had experience completing similar projects to help you create more realistic timelines and expectations.*

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: **Excellent**

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 an excellent capacity for understanding your own strengths and limits and what is required of you.
- You naturally have the talents and strengths needed to convert plans into actions and can do so quite readily. There may still be times that, even though you know your strengths, you may not have the talent needed to execute effectively.

Suggestions for Improvement

- *Be sure to identify when you do not have the talent or skills and attempt to seek out others that do so that you can either learn more about what you need or seek advice on how to best create the results desired.*

B. Goal Directedness - Rating Level: **Good**

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 have the ability to see yourself in the future, but you may lack the drive at the moment to make your goals a reality. This can be caused by a major shift in roles and responsibilities or a dramatic event that leaves you questioning how realistic your goals might be.

Suggestions for Improvement

- *To get your self on track, it is important to set short-term goals to stay motivated, and to energize your mindset. Be sure to set rewarding long-term goals that will ignite your passion to move forward. Be sure you reduce the shoulds and oughts in your head as you pursue your goals, as they may prevent you from feeling the short-term rewards and gains.*

C. Ability to Focus - Rating Level: **Excellent**

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

- You have an excellent ability to concentrate on what matters most to solve a problem despite potential distractions in the surrounding environment.
- You know how to figure out what is important and concentrate on it.

Suggestions for Improvement

- *Just remember to keep your emotions in check as even great people can be subject to errors every now and then, especially if emotions get too high or the number of distractions increase things become too loud or complicated.*

D. Determination - Rating Level: **Transitional**

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 appear to be in a state of transition that has caused you to question yourself and your future. It makes it difficult for you to maintain your focus on what matters most.

Suggestions for Improvement

- *Work with someone you know and trust to help you clarify your goals and find your passion or purpose for moving on and moving ahead. This will help you to eventually regain some hope for the future and to set goals that are rewarding again.*

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: Good

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 the ability to solve problems and make objective decisions regardless of the level of people involvement, task requirement, or complexity of the problem.
- You can see most of 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.*