



# Critical Thinking

Understanding your perception and focus at work

Report For: **Nancy Sample**

Date: **8/27/2022**

## Table of Contents

ABOUT THIS REPORT.....	3
CRITICAL PROCESSING STYLE.....	5
THINKING SUMMARY.....	6
INTUITIVE THINKING.....	7
PRACTICAL THINKING.....	8
SYSTEMS THINKING.....	9
PERSONAL STRENGTHS.....	10
EXECUTION ABILITY.....	12
OBJECTIVE ABILITY.....	15

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:

<b>Intuitive Thinking</b>	<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"> <li>• 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?</li> </ul>
<b>Practical Thinking</b>	<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"> <li>• 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?</li> </ul>
<b>Systems/Conceptual Thinking</b>	<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"> <li>• 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.</li> </ul>
<b>Personal Strengths</b>	<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"> <li>• 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?</li> </ul>
<b>Execution Ability</b>	<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"> <li>• Are you able to use your talents to implement the ideas you generate?</li> </ul>
<b>Objective Ability</b>	<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"> <li>• How good are you about removing bias and generating alternative ideas and solutions?</li> </ul>

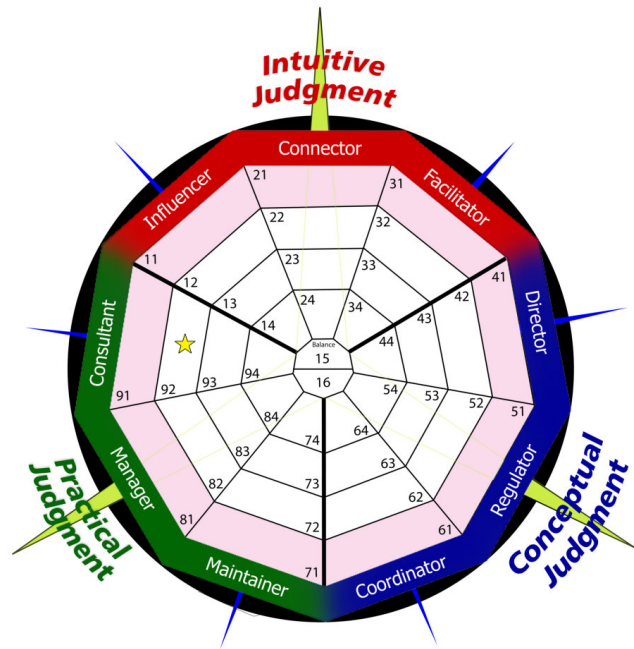
## High Level Critical Processing Style

926/850

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.*

## ***Nancy's Critical Processing Style***

### **How You Take in Information:**

You are very practical and do well setting immediate goals that lead to implementation. You learn by teaching others and demonstrating what you have learned. You like to put new concepts to work by solving real problems with them. You like to jump in and get started and may not do well following an ordered process or steps. You need time to practice, practice, practice. Record yourself so you can listen or view a video of yourself in practice as you are good at critiquing your own work. Give yourself clear steps that make sense. You do well with people who are planners or coordinators.

### **Problem Solving**

You are great at solving problems that need immediate results. You like to use your ability to see what needs to be done and produce practical alternatives. You can improvise in the moment to get things done, however it may take more effort to work on solutions that only have long term outcomes, because you like to see progress in the moment. You may also have difficulty with solutions that require you to follow a strict plan. You will be guarded in situations where not fulfilling an obligation leaves you open to the risk of potential negative social evaluation by your peers.

### **How You Sort Information (General Strengths)**

- You have very good focus and will push for practical solutions
- You can see the important factors, needs and viewpoints when solving problems
- You have great timing and ability to communicate your ideas and solutions in a very confident, persuasive manner to others
- You like to encourage others to gain a greater sense of personal achievement
- You can set an example for others by your work ethic

### **Suggestions for Improvement**

- Monitor your competitiveness when dealing with objections from others
- Pay more attention to how people are responding to what you have to say and do
- Take time to listen and solicit information from others so you understand their problems and issues and to ensure they are keeping up with you in a conversation
- Remember that not everyone measures their sense of worth by the efficiency by which a task is completed

## Thinking Summary

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

<b>Excellent:</b>	Very strong in the capacity and will utilize it when placed in any critical thinking situation
<b>Good:</b>	Good grasp of the capacity, but may have some situations where it may not be consistently utilized
<b>Focused:</b>	May focus on some aspects in this capacity and not others and be inconsistent in utilizing it across all situations
<b>Transition:</b>	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
<b>Intuitive Thinking</b>	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.
<b>Practical Thinking</b>	Excellent	You are very strong in this capacity and will utilize your practical thinking ability to readily solve any problem in a very practical and timely manner.
<b>Systems Thinking</b>	Good	You are good at strategic thinking and can utilize your ability to see the big picture in most situations.
<b>Personal Strengths</b>	Good	You are good at knowing how to utilize your personal strengths to solve problems and implement solutions in most situations.
<b>Execution Ability</b>	Good	You have a good ability to understand what it will take to turn your ideas into results in most situations.
<b>Objective Ability</b>	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.

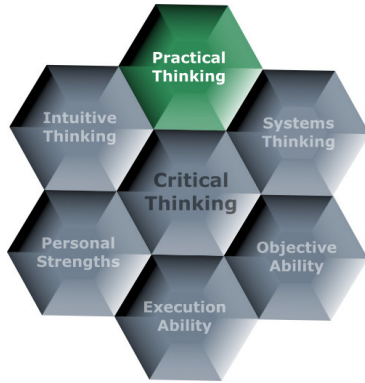
- You are very good at reading, and keeping, a realistic view of people and situations.
- You have very good intuitive feelings, but still feel a need to ground them with an outside perspective.
- You feel a sense of kinship with others and enjoy being with them and accepting them for who they are. In being open and accepting of others you may at times see more of their strengths than their limitations.
- While you would prefer not to deal with difficult people or situations, you know confrontation is sometimes important.

### Suggestions for Improvement

- *You are at your best when you keep your emotions and personal involvement in check as it allows you to remain objective in a critical thinking situation.*



## **PRACTICAL THINKING - Rating Level: *Excellent***



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 good at thinking on your feet, picking up on what is going on around you to size up the situation.
- You can provide an evaluative critique of what you observe by comparing, contrasting, and classifying what you see.
- You have a good sense of timing in the present and understand what tactics or actions need to be taken.
- You can prioritize what needs to be done to meet present expectations in a practical manner.
- You can pick up on how to do things quickly. Sometimes you can become so results focused in the present that you can 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.*
- *Be sure to have patience and to clearly explain the steps in your thinking so that they understand what needs to be done. You may need to do more than just put out a fire, but step back and see how to prevent it from happening again.*



## 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: 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: Good**

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 very sensitive to what makes you unique and have a strong desire to achieve.
- You accept responsibility for who you are and your actions. You know your strengths and limitations and can be honest with yourself, although you may rely on your achievements and recognition from others to enforce your worth.
- You can blow up your imperfections at times and may have difficulty accepting praise from others.
- You can depreciate your own value to a project or team and hesitate taking actions because you may feel underqualified.

### **Suggestions for Improvement**

- *When you question your own self-worth because of what someone else has said, you also question who provided the feedback and how realistic they were.*
- *Practice saying 'Thank you' when someone gives you a compliment, so that you learn to accept more of your strengths.*
- *When you feel unsure of your skills for a new position, be sure to reflect on the past experiences that qualify you to do the work.*

## 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: **Focused**

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 may have difficulty obtaining the results you desire, either because you do not possess the talent and skills needed to meet the demands of the role(s) you are in, or because you do not have clarity about what talent and skills are needed to be successful.

### Suggestions for Improvement

- *Seek advice from someone you trust about how to gain clarity around your role(s) and what might help to better reach the results you desire.*

### 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 have an excellent ability to organize yourself to take action.
- You have a clear view of yourself in the future and the discipline to reach goals you set. After making a decision, you have a strong drive to move forward to make your plans a reality, even with set backs.

### Suggestions for Improvement

- *You may have a tendency to set goals that are too high to reach or that may not have personal reward. Work with someone you trust to make sure your goals are realistic and rewarding. Be sure you are invested in the way you describe the pursuit of your goals. Remove words like should and ought and replace with 'I want to', 'I like to', or 'I love to' in your head as you pursue your goals, as you will find more enjoyment in what you do.*

## 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: Good

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 are good about maintaining your focus and energy to get things done and reach your goals. You can concentrate on resolving problems within yourself when presented with difficult challenges.

### Suggestions for Improvement

- *Be sure that your grit to stick things out doesn't become a persistence to keep pushing ahead despite changes in your present circumstance.*

## **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.*