



Critical Thinking

Understanding your perception and focus

Report For: **A H**
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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:

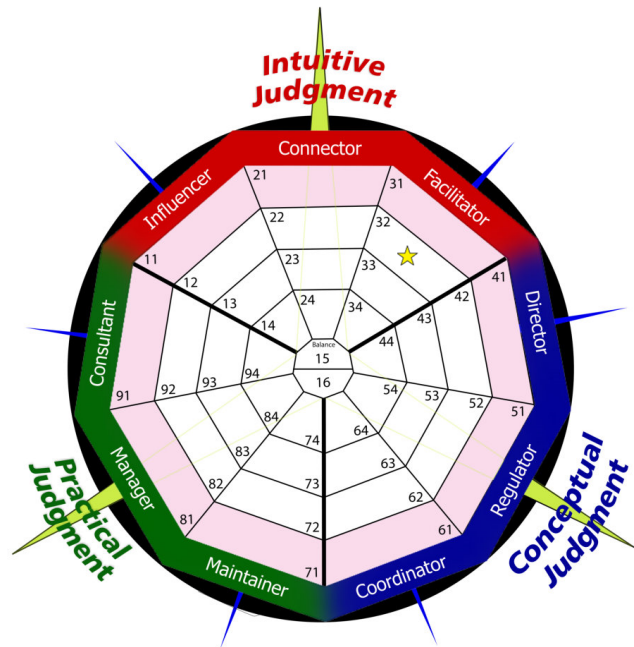
Intuitive Thinking	<p><i>The ability to see, understand and appreciate the uniqueness in others and in situations; having a gut instinct.</i></p> <ul style="list-style-type: none"> • How well do you pick up on cues and regularities or irregularities in situations or people to get a clear gut instinct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

A's Critical Processing Style

How You Take in Information:

You learn better when you can grasp the big picture and understand how all of the parts fit together. This often works best by helping you see the big picture and work backwards to know what steps are most important. You need to connect new information with your past experience and understanding of concepts. You will put into action anything new that helps you reach your goals for the future. You do better when there are limited options and feel comfortable asking questions. Take time to reflect. You work best with practical people.

Problem Solving

You are good at developing intuitive feelings about the outcomes that need to take place to solve a problem. When working with others you need to make sure to keep an open mind and not prejudge people and potential solutions before they have been thought out completely. In applying a solution to a problem, you need to be flexible in case the potential solution is not working. You can get stuck on your own ideas, so be sure to solicit next steps from others to get more ideas about how to make a solution a reality.

How You Sort Information (General Strengths)

- Ability to project commitment to, belief in, and have enthusiasm for what you know to be true
- Can build trust and respect of others with your inner confidence
- Can show concern and anticipate other's questions, needs, potential objections
- Ability to keep a conversation focused on relevant issues and see the big picture
- Will be thorough in developing a presentation

Suggestions for Improvement

- Take more time to listen patiently than you talk
- Pay as much attention to the non-verbal signals of others as you do the content to keep a conversation on track
- Realize that people are not objecting with you, but with an idea and they are entitled to their opinion
- Keep personal issues and emotions from interfering with a conversation
- Learn to confront and handle objections in a practical, timely manner

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	Good	You have good intuitive feelings about people and situations and should follow your instincts, but should also ground them to past experience so you know where your feelings are coming from.
Practical Thinking	Good	You have good practical thinking and can utilize your ability to readily solve any problem in a practical and timely manner.
Systems Thinking	Good	You are good at strategic thinking and can utilize your ability to see the big picture in most situations.
Personal Strengths	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: Good



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

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

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

Suggestions for Improvement

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

PRACTICAL THINKING - Rating Level: Good

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

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

- You are innovative in how you size up situations. You have a unique way of observing, comparing, contrasting, and classifying what you see.
- You have a good sense of timing but may delay decision and action until you have a full understanding of the situation and can think of creative ways to work things out.
- If you doubt something too much you may focus more on the negative instead of figuring out how to make it work.
- Many people do not think out of the box like you and may take your creative delays to act as being indecisive and negatively focused. You may have difficulty dealing with situations that do not allow you to produce the creative results the way you would like.

Suggestions for Improvement

- *Be sure to focalize the positives you see in any situation and set guidelines for yourself, so that you learn to act quicker to reach goals and take advantage of opportunities in the present. You will need to spell out how you arrived at your conclusions to others, as they may not follow your line of thinking. While you feel it is important to be creative in how to prevent a fire, sometimes you have to just put the fire out first.*

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: **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 a very authentic and genuine person. You know and accept what makes you unique and sets you apart from others.
- You understand your strengths and limitations and can accept yourself for who you are. Your ability to be introspective can keep you grounded even through difficult times.
- You may like to receive more credit for what you do and are sensitive to what others think about you, but not so much that you get distressed.

Suggestions for Improvement

- *Be sure to keep yourself grounded. Take time to self-reflect and seek feedback from others on what you can do to connect with others better, perform your job more efficiently, or set goals to aspire to.*

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: 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: Good

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

- You have the ability to maintain a positive and dynamic attitude towards new information and the things going on around you in most situations.
- There may be a few situations with your relationships with others, work, and strategic plans that can affect your ability to be open minded when under stress.

Suggestions for Improvement

- *Keep track of your stress levels and what seems to be adding to or taking away from them, so that you can attempt to reduce your stress before, and while, making strategic decisions. Take time to reflect on the decision with a coach or friend to be more aware of what biases might be influencing your decision.*

B. Integration Ability - Rating Level: Focused

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 have difficulty dealing with complex problems and situations as you are naturally drawn to look more at one side of the problem than another.
- You may also 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 of this 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 perceptive ability may be 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: 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.*