



Chris Sample

Thinking Styles Profile

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Thinking Styles Exercises

Exercises in developing flexibility in thinking skills and more information about the Thinking Styles dimensions are available at www.cognitivefitness.co.uk

Thinking Styles is a self-reported, self-perception inventory. This cognitive profile and report has been prepared with every care and in good faith. The interpretation is generated from the sum of the responses to the statements in the Thinking Styles Questionnaire. Neither The Cognitive Fitness Consultancy Ltd., Consulting Tools Ltd. or your feedback facilitator accept any responsibility for the interpretation of the data within the report or any actions taken by a client as a result of the receipt of their profile or report.

Introduction

"The world we have created is a product of our thinking. It cannot be changed without changing our thinking."
Albert Einstein 1879 - 1955

Thinking Styles measures and maps out your cognitive profile for twenty-six different types of thinking.

There are no "right" or "wrong" profiles and Thinking Styles is not a measure of your thinking ability or your "intelligence". It is quite likely that you will have a number of preferences for thinking in particular ways. These will be reflected in your highest scores and you may also find that your highest scores reflect some of your motivational drivers at work. Similarly, your lowest scores are likely to reflect those types of thinking that you least prefer and which you may avoid doing or which may de-motivate you on occasion.

Key features of Thinking Styles:

- Each thinking style is independent, although some styles are often more closely associated together than others
- The 26 Thinking Styles are sub-divided into a Sensory focus, a People focus and a Task focus
- The Sensory styles identify how you prefer to process information via your senses
- The People styles identify how you tend to interact with other people
- The Task focus styles identify how you process information relating to tasks at work and how you tend to approach problem solving

Report

Your Report is divided into three parts. The first part maps your Personal Profile, showing your preferences for each of the thinking styles. The second part comprises 12 personal profiles designed as starting points for discussions between yourself and your manager, your coach or your facilitator. Each profile briefly explains how your thinking style preferences are likely to influence an area of your working life. Some of these will be more important to you than others and some may be critical to your future career success. The third part describes each style in more detail and the implications of your personal preferences for that thinking style.

Scoring Methods

There are five kinds of scoring information shown within your Thinking Styles Report. The first is the Raw Score. The other four take the Raw Score data and translate it into another kind of score as detailed below. Each type of score provides you with different information about how you prefer to think at work.

- Raw Scores are the sum totals of your responses from the Thinking Styles Questionnaire and are the basis for producing your % Spread Scores, your Variance Scores and your STEN Scores.
- % Spread Scores measure the degree to which you both 'like' and 'dislike' thinking in a particular way. This is shown in terms of a % range on the positive and negative sides of a 100% scale.
- Preference Levels show whether you have a high, moderate or low personal preference for each type of thinking.
- Variance Scores indicate how your responses to the statements within the Thinking Styles Questionnaire have varied across the dimension from strongly agree to strongly disagree.
- STEN Scores measure your Thinking Style preferences compared to a representative Managerial sample

Dimension Definitions

Sensory Focus: The ways you prefer to receive information via your senses and use your senses

Visual thinking: involves looking and watching, the use of pictures, diagrams and visual imagery

Auditory thinking: focuses on language and the use of words, listening and talking things through

Kinaesthetic thinking: involves feelings, emotions, intuition and physical movement and exercise

Digital thinking: focuses on facts, the use of data and statistics and your degree of data rationality

People Focus: How you tend to interact with people

Internal thinking: relies on own judgements and standards, believes oneself to be right and ignores feedback

External thinking: relies on feedback from others as may feel lost without it, believes that others are right

Self Referenced thinking: puts own needs first, ignores the needs of others and may refuse requests for time

Altruistic thinking: is responsive to the needs of others and is always willing to help other people

Conforming thinking: wants to fit in, dislikes confrontation and will take a non-challenging approach

Challenging thinking: dislikes being told what to do, will challenge and confront, can be argumentative

Collaborative thinking: involves others, shares information, always prefers a team environment

Competitive thinking: wants to win, enjoys competition with others, and strives to better own performance

Task Focus: Relating to tasks and activities at work and your approach to problem solving

Detail Conscious thinking: needs the detail, attends to detailed information and produces detailed work

Strategic thinking: focuses on general principles and summary information, often in terms of key points

Creative thinking: multi-tasks, works things out 'backwards', has an untidy workspace, enjoys creativity

Logical thinking: systematic and sequential, ordered and structured, completes one task at a time

Options thinking: explores opportunities, possibilities, and alternatives, dislikes limited options, adds to work

Procedural thinking: believes there is a 'right' way, that procedures are important and follows instructions

Towards thinking: a focus on goals and targets, future focused and has a positive attitude

Troubleshooting thinking: a focus on problems or potential problems, makes contingencies, may worry

Proactive thinking: initiates action, wants to get on with things, makes decisions and takes action quickly

Reactive thinking: waits, analyses and plans, reviews information and considers consequences

Simplicity thinking: will simplify complex issues, has a perception of simplicity, prefers things to be easy

Complexity thinking: enjoys the challenge of difficulty and complex issues, motivated by complexity

Sameness thinking: seeks stability and prefers the familiar, notices similarities and prefers gradual change

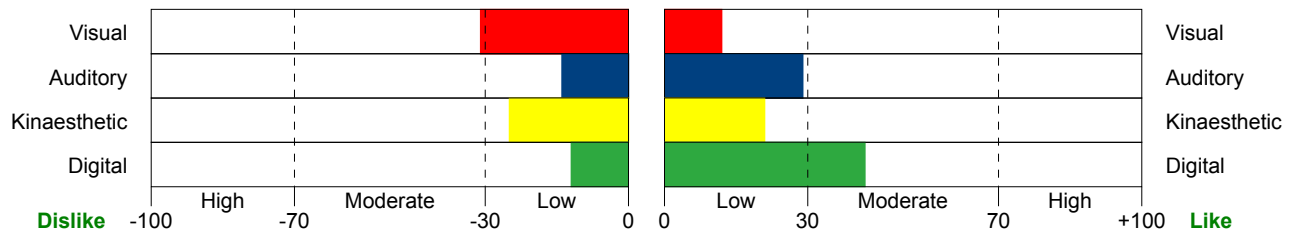
Differences thinking: seeks variety, notices what is different, has a high capacity and tolerance for change

Summary of Your Personal Preference Scores

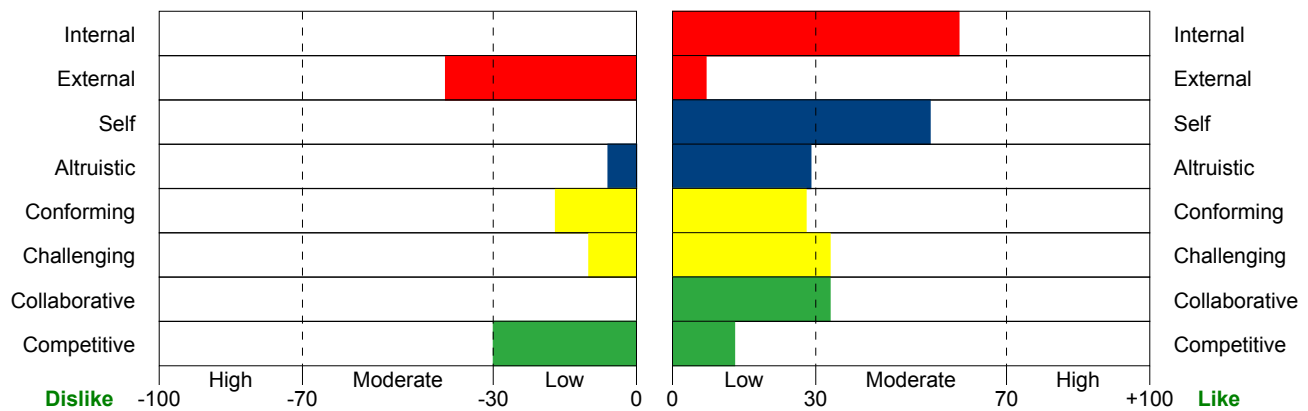
% Spread Scores For Chris Sample

Your % Spread Scores measure the degree to which you both 'like' and 'dislike' thinking in a particular way. Scores on the right are the degree to which you Like thinking using these thinking strategies. Scores on the left are the degree to which you Dislike thinking using these thinking strategies.

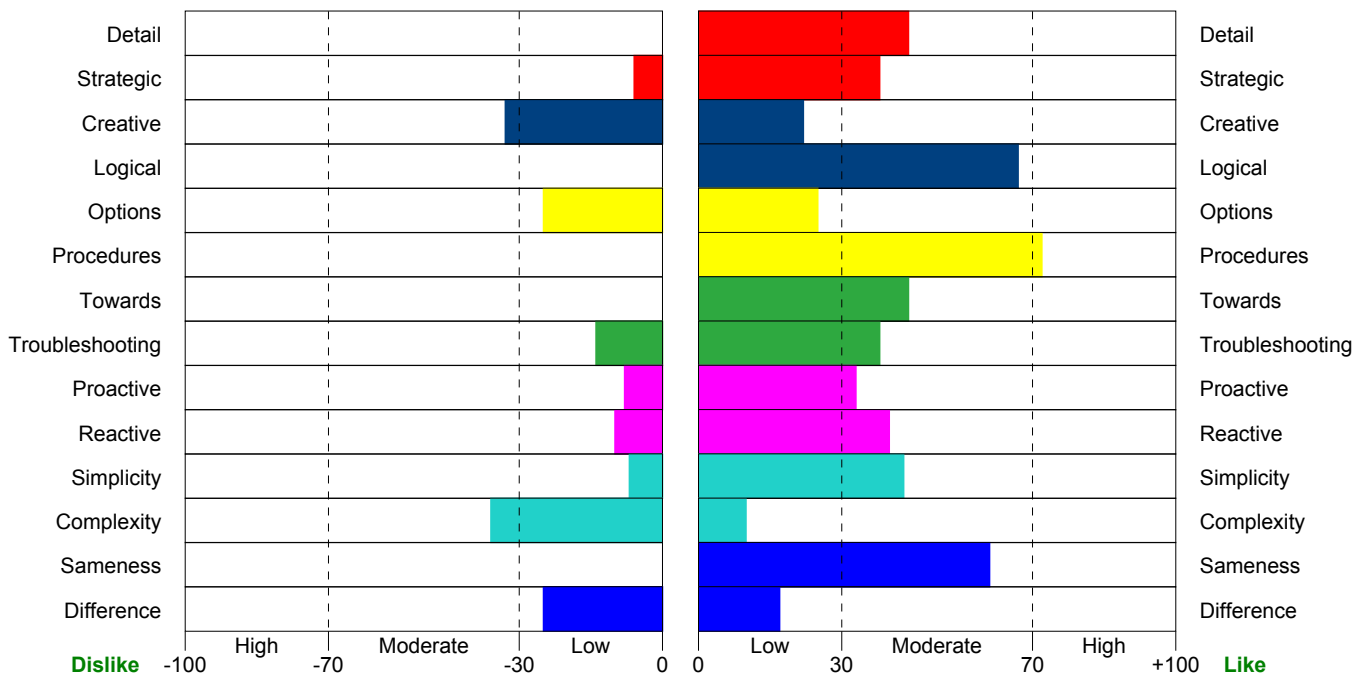
Sensory Focus: The ways you prefer to receive information via your senses and use your senses



People Focus: How you tend to interact with people



Task Focus: Relating to tasks and activities at work and your approach to problem solving



Comparative STEN Scores For Chris Sample

Your STEN Score indicates the way in which you have scored compared to a representative Managerial sample.

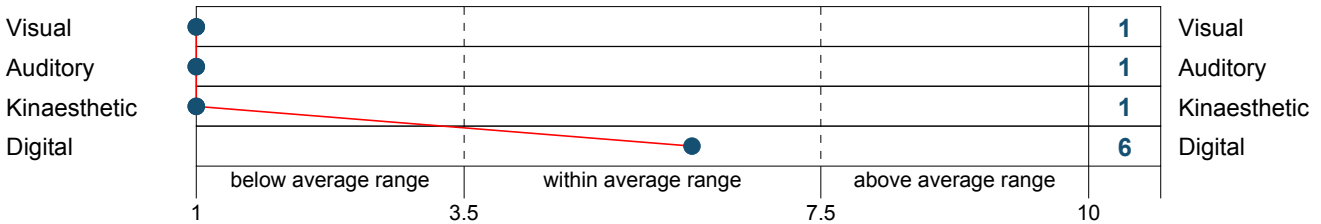
16 % of the population will score Below the Average Range

68% of the population will score Within the Average Range

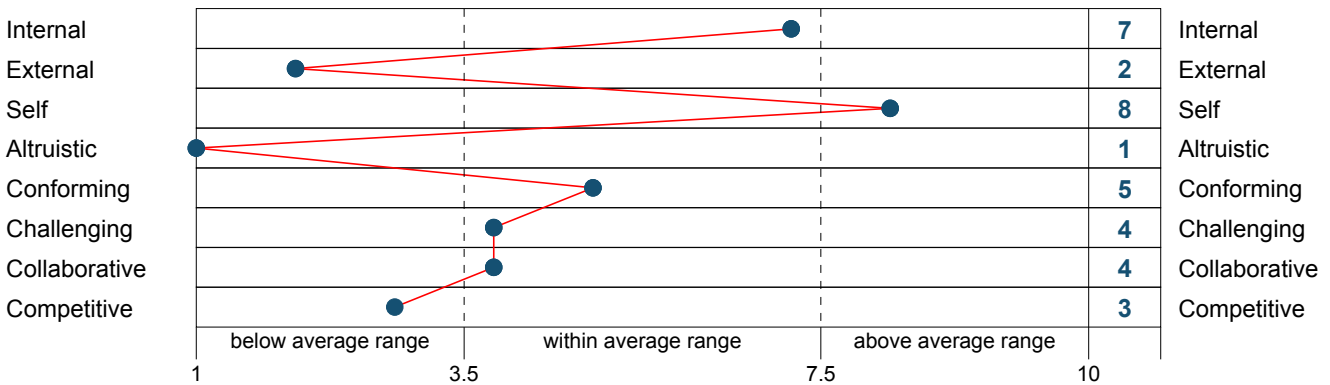
16% of the population will score Above the Average Range

2% of the population will score at the highest and lowest ends of the scale, i.e a STEN of 1 or 10

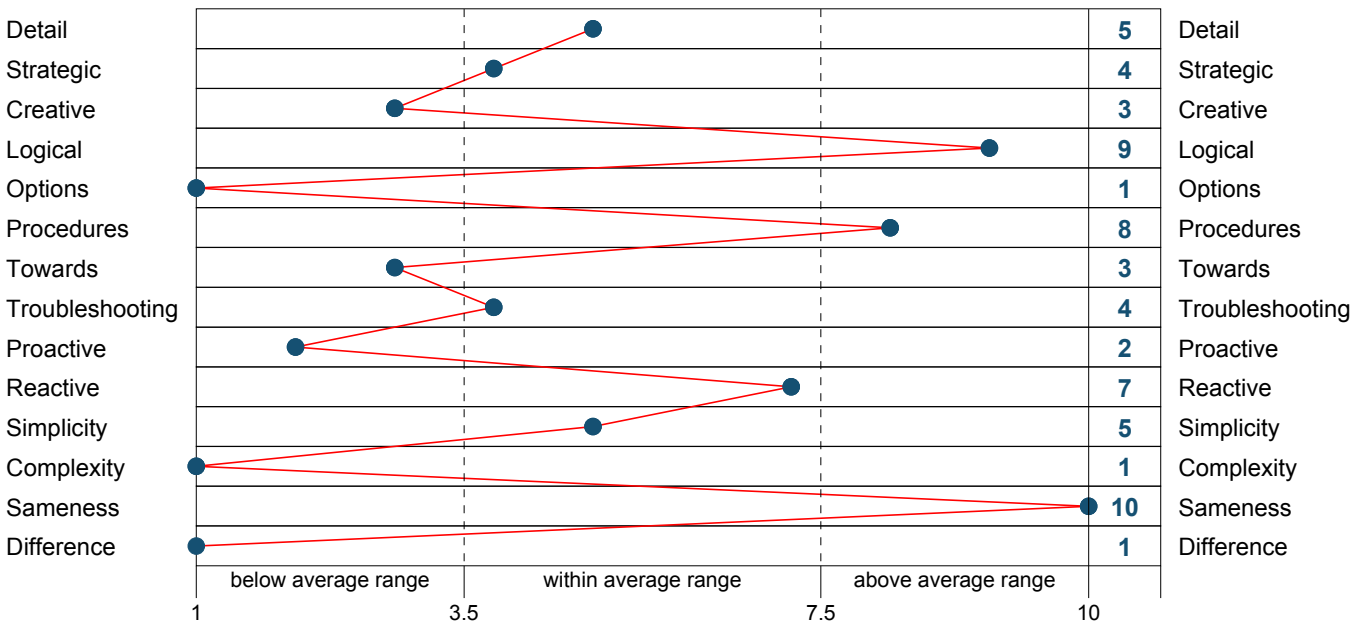
Sensory Focus: The ways you prefer to receive information via your senses and use your senses



People Focus: How you tend to interact with people



Task Focus: Relating to tasks and activities at work and your approach to problem solving



Personal Preferences Scores in Rank Order For Chris Sample

This page shows a summary of the five different kinds of scoring information measured within your Thinking Styles report in rank order. If you have any high % Spread score preferences they are shown at the top of the page in green, your moderate preferences are shown in blue and your low preferences will be at the bottom of the page in red.

High

% Spread Score	Dimension	STEN	Focus	Raw Score	Variance
0 to 72	Procedures	8	Task	11	0.34

Moderate

0 to 67	Logical	9	Task	12	0.00
0 to 61	Sameness	10	Task	13	0.19
0 to 60	Internal	7	People	11	0.20
0 to 54	Self	8	People	19	0.24
0 to 44	Detail	5	Task	24	0.24
0 to 44	Towards	3	Task	16	0.24
-7 to 43	Simplicity	5	Task	19	0.35
-12 to 42	Digital	6	Sensory	11	0.41
-10 to 40	Reactive	7	Task	14	0.37
-14 to 38	Troubleshooting	4	Task	20	0.42
-6 to 38	Strategic	4	Task	23	0.30
-10 to 33	Challenging	4	People	15	0.32
0 to 33	Collaborative	4	People	18	0.00
-8 to 33	Proactive	2	Task	18	0.29

Low

-14 to 29	Auditory	1	Sensory	22	0.32
-6 to 29	Altruistic	1	People	25	0.17
-17 to 28	Conforming	5	People	19	0.34
-25 to 25	Options	1	Task	26	0.41
-33 to 22	Creative	3	Task	20	0.47
-25 to 21	Kinaesthetic	1	Sensory	27	0.35
-25 to 17	Difference	1	Task	21	0.25
-30 to 13	Competitive	3	People	18	0.24
-31 to 12	Visual	1	Sensory	29	0.24
-36 to 10	Complexity	1	Task	26	0.23
-40 to 7	External	2	People	19	0.20

Your % Spread Score: measures the degree to which you both 'like' and 'dislike' thinking in a particular way. This is shown in terms of a percentage range on the positive and negative sides of a 100% scale.

Your Preference Level: shows whether you have a high, moderate or low personal preference for each type of thinking.

Your STEN Score: measures your Thinking Style preferences compared to a representative Managerial sample.

Your Raw Score: is the sum total of your responses from the Thinking Styles Questionnaire and is the basis for producing your % Spread Scores, your Variance Scores and your STEN Scores.

Your Variance Score: indicates how your responses to the statements within the Thinking Styles Questionnaire have varied across the dimension from strongly agree to strongly disagree. (0 = no variance).

Your facilitator will help you in the interpretation of these scores.

Your Mini Profiles

Your Thinking Styles in Action

On the following six pages are twelve mini-profiles. They have been generated from your responses to the Thinking Styles Questionnaire and provide "snap shots" of information about how your thinking influences the ways you are most likely to behave at work in certain situations and circumstances.

The statements in these mini profiles are not meant to be exhaustive lists, but rather have been designed to be starting points for discussions between yourself and your manager, your coach or your facilitator. Each profile briefly explains how your thinking style preferences influence an area of your working life. Some of the points within the profiles will be quite specific, whilst others are more general statements about the way you work. Some of these will be more important to you than others and a few of them may even be critical to your future career success.

These mini profiles will help you to clarify your strengths and will also identify those areas where you may become frustrated with colleagues or tasks at work.

Many of the profiles relate to your preferred style of working within a team environment and your contributions as a team member.

Your Cognitive Development Areas profile contains pointers for improving your effectiveness in order to help you and the people you work with maximise your performance and potential.

If you would like to explore any of these areas further, your Thinking Styles facilitator will be able to provide exercises to help you develop greater cognitive flexibility in each type of thinking within Thinking Styles.

The twelve mini profiles comprise:

1. Your Cognitive Drivers
2. Your Cognitive Development Areas
3. Your Motivational Profile
4. Your Analysis & Decision Making Profile
5. Your Style as a Manager
6. How to Manage You
7. Your Communication Profile
8. Your Preferred Presentation Style
9. Your Leadership Profile
10. Your Contribution to a Team
11. How to Influence You
12. Your Change Management Profile

Your Mini Profiles

1. Your Cognitive Drivers

Your cognitive drivers are those thinking preferences and thinking strategies that you score most highly for. They may be so important to you that all other information is filtered through them and will probably include those types of thinking which you naturally engage in most effectively. They may sometimes be considered to be your cognitive strengths and will be highly appropriate in certain circumstances, although possibly not in others. Some of them are quite likely to be those defining characteristics which 'get you noticed' at work.

It is important to remember that, although we have identified the attributes below as being your cognitive drivers and possibly your cognitive strengths, in certain situations at work or with certain colleagues, they might also be considered to be disadvantageous. For example, someone who thinks very quickly might think too quickly for their colleagues. Someone who is very adept at understanding complex issues, might over-complicate them and be unable to explain them simply to others. A manager who has a high strategic focus might overlook critical details and conversely, someone who thinks in a highly detailed way may lack strategic understanding.

Some of your cognitive drivers are that:

- Procedures are important to you
- Having structure and order in your working day is important to you and you tend to think logically and sequentially
- You score more highly for Sameness thinking than the majority of the Managerial sample
- You have strong internal standards which guide you at work
- You score more highly for Self Referenced thinking than the majority of the Managerial Sample

2. Your Cognitive Development Areas

Your cognitive development areas are those elements of thinking within your profile which you have identified as your least preferred ways of thinking and which you have scored least highly for. You probably tend to avoid using these thinking styles and you may even actively dislike using some of them. It is quite likely that your colleagues will have noticed at least some of the cognitive and behavioural attributes listed below and may even consider them to be 'weaknesses' of yours. However, whilst it is true that in certain situations you may avoid using these thinking strategies, remember that the Cognitive Development Areas we have listed here are **potential** weaknesses and may not, in fact, adversely affect your performance at all.

It is possible, even quite likely, that you may already be aware of some or all of the points listed below. After discussions with your facilitator or line manager, you may wish to consider developing those areas of your thinking which cause either yourself or your colleagues difficulties at work.

Some of your cognitive development areas are that:

- There will be times when you are not as data rational as some of your colleagues
- You should be aware that you may sometimes take action without considering all of the consequences of your actions
- There will be times when you delay taking any action, which can frustrate your colleagues
- Your colleagues may sometimes view you as pursuing your own agenda
- There will be times when you either don't listen carefully to what people are saying, or you don't hear what they have said

3. Your Motivational Profile

Your motivational profile comprises those elements of thinking which you generally find to be motivating at work. These types of thinking may be related to your cognitive drivers, although this is not always the case. Just as you are likely to be highly motivated by the opportunity to use these types of thinking at work, you will probably find your working environment demotivating if you cannot use them. The following statements are not going to be an exhaustive list as they are a representative sample of five items only. However, they have been compiled from those statements within the Thinking Styles Questionnaire which you identified as being motivationally important to you at work.

If you want to increase your satisfaction at work, consider the types of thinking you find energising, enjoyable and motivating and then evaluate to what degree your cognitive motivational profile is being fulfilled at work.

Your cognitive motivational profile suggests that:

- You are motivated to focus on the achievement of tasks
- You will probably be motivated to follow procedures at work as this makes your job easier
- You are motivated to think and work systematically
- Stability is a motivating factor for you and you prefer building on established traditions
- Being able to make your own decisions will motivate you at work

4. Your Analysis & Decision Making Profile

Your analysis and decision making profile is made up of those elements within your thinking which influence the ways you consider information before coming to a conclusion or taking a decision. For example, some people rely on logic and details, whilst others prefer to make intuitive decisions. People who are Internally Referenced and Proactive will tend to make quick decisions which they also want to implement quickly, whereas someone with a higher preference for Externally Referenced thinking will want to involve others in their decision making processes.

By talking to friends and colleagues about their cognitive strategies you can learn how other people analyse and make their minds up about things. By exploring your own analysis and decision making profile and discussing it with your facilitator, you will be able to improve the quality of your decision making profile, thereby helping you to take better quality decisions, consistently over time.

Your analysis and decision making profile includes the following:

- You tend to dislike statistical analysis and having to focus on numerical data
- You will tend to follow established, tried and tested procedures to help you make decisions
- You tend to analyse information systematically and logically
- Stability and the maintenance of values will often be a feature of your decision making
- You are likely to find decision making relatively easy as you tend to 'know your own mind'

5. Your Style as a Manager

Much has been written about the behavioural attributes of managers, but very little effort has been directed towards identifying and discussing their cognitive characteristics, that is, the thinking which underlies their behaviour. It's important to recognise and remember that there is no 'one right way to manage'. Each manager's style is a product of their own thinking style preferences, which can be developed and refined to increase their effectiveness.

To develop your skills as a manager, regardless of how much experience you may have had in the role, consider how you tend to manage priorities, people, tasks, projects and information at work and how flexible you are. Do you manage others in the same ways that you prefer to be managed? What could you learn from your manager and what could they learn from you?

Your management style is likely to reflect the following:

- When in a management role you will focus predominantly on the achievement of tasks
- You consider it important to manage the details
- You are a self-assured and confident decision maker
- You will focus people's attention on completing one task at a time

6. How to Manage You

The majority of people have a line manager or have elements of their working lives structured and ordered by other people in some way. Within some organisations, people's workload is managed. Within other organisations it is their time that is most closely controlled. However, in most organisations it is a combination of the people, the tasks they perform and the time they take to complete those tasks which are managed.

Many books have been written about how to manage people and tasks from a behavioural perspective, but very little has been written about how to manage people and tasks from a cognitive perspective. The way that you yourself prefer to be managed, your likes and dislikes, will relate to your highest and lowest cognitive preferences. In order to manage you most effectively, your line manager should take the following into consideration.

To manage you effectively:

- Remember your preference for following procedures
- Trust you to organise your own time management
- Stress the familiar and be aware that you need stability
- Involve you in decision making
- Clearly identify the goals and targets you need to work towards

7. Your Communication Profile

Most would agree that communication between people is critical both at work and at home, and that meaningful communication is one of the most difficult things to achieve effectively. Your cognitive communication profile identifies your preferred sensory channels, how you tend to communicate with others and the most effective way for others to communicate with you.

For example, some people are interested in detailed and complex information, whilst others prefer the overview stated simply. Many people state things in a positive way, whilst others have a natural tendency to use what some would consider to be 'negative' language. By understanding your own thinking style preferences you can learn to communicate more effectively and avoid unnecessary misunderstandings with colleagues. Begin to pay attention to the behaviours and language patterns of the best communicators. What can you learn about their cognitive strategies?

Your cognitive communication profile suggests the following:

- You may dislike over-simplistic conversations or presentations
- You may dislike over-complicated conversations or presentations
- You are one of the few people who can understand and follow unwritten procedures (and explain them to others) as well as written ones
- It's important to you that any communications make logical sense

8. Your Preferred Presentation Style

Your preferred presentation style is likely to be closely related to your preferred communication profile. This information provides clues, for example, as to how you will generally tend to design and deliver a presentation, its speed of delivery and its format and the kind of presentation which you will prefer to receive. Although you may know which kinds of presentation you tend to enjoy the most, you may not be aware of the effect that your presentations have on other people.

Understanding how your thinking strategies influence your preferred presentation style is critical when planning a presentation. You can learn to deliver flexible presentations that meet the needs of your audience rather than being unconsciously driven by your own thinking styles. Remember that your preferences may be very different to those of your audience.

What do the best presenters do? Are they cognitively more flexible than you are and if so how? What can you learn from them about the speed of delivery, their use of visuals, the criticality of language and the effective use of memorable props?

Your preferred presentation style includes the following:

- You will probably prefer a presentation if it follows an established format
- You will tend to prefer presentations to be in a structured and logical order
- You will tend to be confident presenting your own opinion
- You will usually include aims, goals or targets in a presentation if you can
- You will tend to pay particular attention to factual information

9. Your Leadership Profile

Even if you are not currently in a leadership role, you still have a leadership profile that identifies the ways in which you will be most likely to think and behave when you are in a position to lead others. Your cognitive drivers and your cognitive motivational profile will influence your particular type of leadership style because how you tend to lead others will be closely related to your highest and lowest thinking styles preferences.

Some leaders are predominantly task focused while others tend to be 'people people'. Anecdotal evidence from our experience with teams suggests that the most effective leaders have a balance of both a people and a task focus. Review your highest Thinking Styles preferences and consider how they contribute to your leadership of a team of people or your leadership of a project. You may also find it useful to explore with your facilitator how your leadership style is affected when you are under stress.

Your profile suggests that:

- For you, leadership involves putting procedures in place and it's important to you that they are followed
- You tend to lead with logic and rational argument
- Others will perceive you as being quite decisive
- For you, a leadership role is concerned with details as well as strategy
- Goals and targets are important to you within a leadership role

10. Your Contribution to a Team

Many people work as part of more than one team at a time. A team might be relatively 'fixed' within a department, or it might be a cross-functional team, a multi-cultural, multi-hierarchical team, or an inter-departmental team. Because people are frequently leaving and joining teams, the dynamics of team membership are rarely stable. Knowing what each team member's contributions are likely to be from a Thinking Styles perspective can dramatically increase the speed of people's integration into a team and can help fast track a team to success. There will also be a measurable increase in the whole team's motivation if team members can work to their individual and combined cognitive strengths.

Given the opportunities to work in the ways that suits your cognitive profile best, your contribution to a team is likely to be consistent within any team that you are a part of.

Within a team:

- You will ensure that the procedures are in place to help the team to function more effectively
- You provide structure and order
- Your optimism and positive outlook will be appreciated by others
- You use facts, logic and an evidence based approach

11. How to Influence You

This mini profile will give your line manager and your colleagues (if you decide to share your Thinking Styles report with them) some clues as to how to influence you at work. When people pay attention to these 'cognitive clues' they will find working with you a more effective and enjoyable experience. You will feel as if they understand how you think and you are likely to find this motivating, and overall your working relationships and teamworking will improve.

Remember that, as with all these mini profiles, five statements are not enough to identify all of your likes and dislikes regarding how you will be influenced at work. The statements below have been selected from the highest, and possibly the lowest, preferences you indicated within your Thinking Styles Questionnaire.

To influence you:

- Avoid giving you lots of feedback as you may ignore it
- Don't over-complicate things
- Avoid using complex visual representations of things
- Avoid taking a competitive approach with you
- Keep changes to a minimum

12. Your Change Management Profile

Your change management profile comprises those elements of thinking which relate to whether you embrace or resist change, and whether you are more likely to initiate change or respond to it. For example, someone with a high preference for Differences thinking tends to have a high tolerance for change and may sometimes 'change things for change's sake' just because they themselves have become bored with the status quo and have a need for variety.

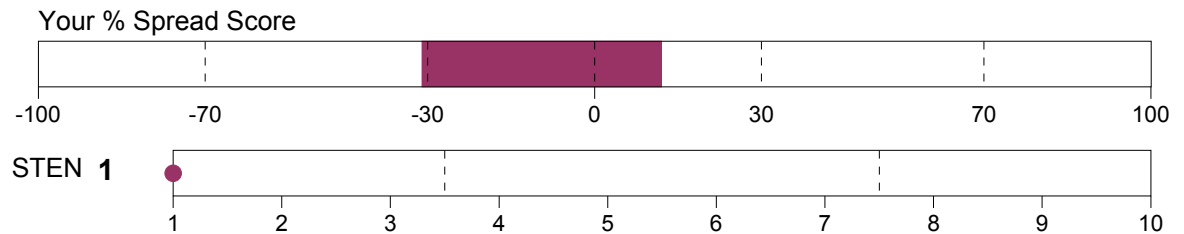
Those people who score highly for Proactive thinking will tend to want to make any changes quickly whereas Reactive thinking involves taking a more considered approach, delaying change and waiting before implementing any action. A preference for Internally Referenced thinking suggests confidence regarding decision making, including those decisions which relate to others.

Your change management profile includes the following:

- You may resist change if you feel that it is happening too fast for you
- The numbers which relate to change are of interest to you
- You are likely to have your own ideas about change at work
- You will need others to take a logical and structured approach to change
- Within a change programme it will be important to you that the agreed procedures are followed

Sensory Focus

Visual Thinking



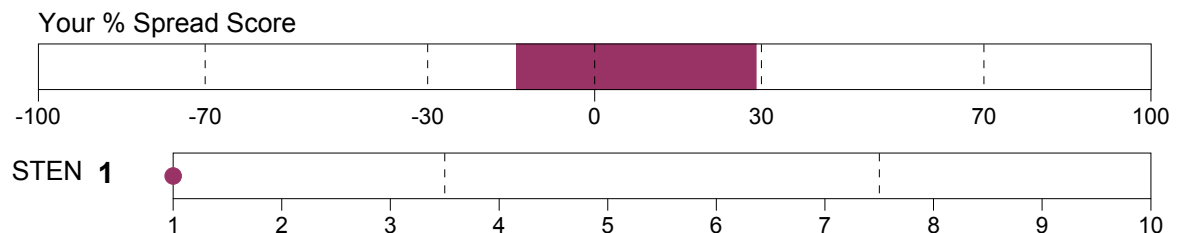
There are two types of Visual thinking: internal and external. Internal visual thinking consists of being able to hold a visual image inside your own imagination and is closely linked to the technique of visualisation. External visual processing relates to a preference for learning by looking or watching, finding it easier to understand information if diagrams or sketches are used and the importance given to presenting information in a clear visual format; making everything 'look good'.

Your scores indicate that you have a **Low** personal preference for Visual Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Don't tend to learn by looking or watching
- Can find information presented visually meaningful to you
- Sometimes find information presented in diagrams quite useful
- Will occasionally draw a sketch or diagram to show people what you mean
- Tend not to visualise the things that you are planning to do

Auditory Thinking



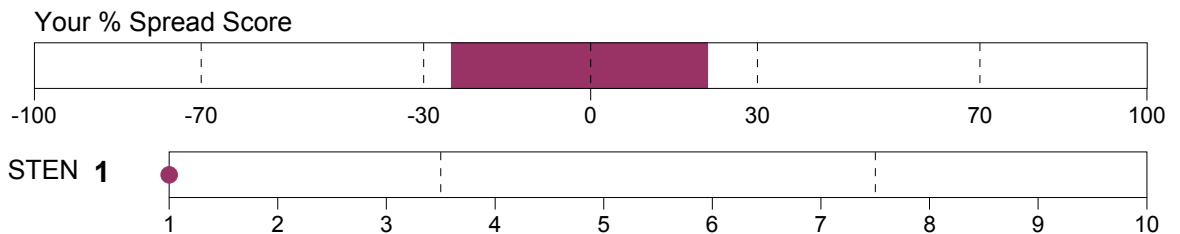
Auditory thinking relates to a focus on words and language through writing, speaking and listening. Auditory thinkers like to debate issues and to talk things through with friends or colleagues. Very often Auditory thinking also involves a focus on listening and on the quality of sound. Background noise can be very distracting and some people with a high Auditory preference need to work in silence so they can concentrate.

Your scores indicate that you have a **Low** personal preference for Auditory Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes find talking an issue through with a colleague helpful
- Sometimes consider yourself to be a good listener
- Don't really pay close attention to the words and language that people use
- On occasion think that your listening skills have developed over the years
- Rarely notice the subtle qualities of people's voices

Kinaesthetic Thinking



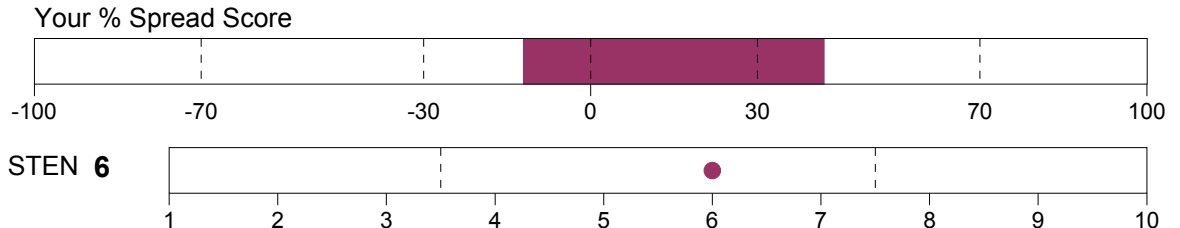
Kinaesthetic thinking can be sub-divided into two types of processing. Internal Kinaesthetic thinking relates to our feelings and emotions. It also relates to the sense of intuition and the degree to which people rely on their intuitive feelings to make decisions and filter information. External Kinaesthetic thinking relates to our 'physicality'; the degree to which physical exercise is important and how movement can affect internal thinking processes, for example, whether someone prefers to 'learn by doing' or is particularly 'hands on' at work.

Your scores indicate that you have a **Low** personal preference for Kinaesthetic Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes learn experientially, by doing
- Rarely find that taking exercise helps you to think more effectively
- Sometimes use your intuitive skills when decision making
- Can be quite a tactile person at work
- Are not very comfortable relying on your feelings to help you assess an idea

Digital Thinking



Digital information consists largely of numbers and data, ignoring sensory stimulus. Data and statistics are highly digital forms of information and some language can be as well, if it is devoid of any sensory references. Digital thinkers are interested in the dispassionate analysis of information. They may also use jargon to distance themselves from certain situations through language. For example, some people within the medical or legal professions use digital language to disassociate themselves from their 'cases', so they do not become emotionally involved with their work.

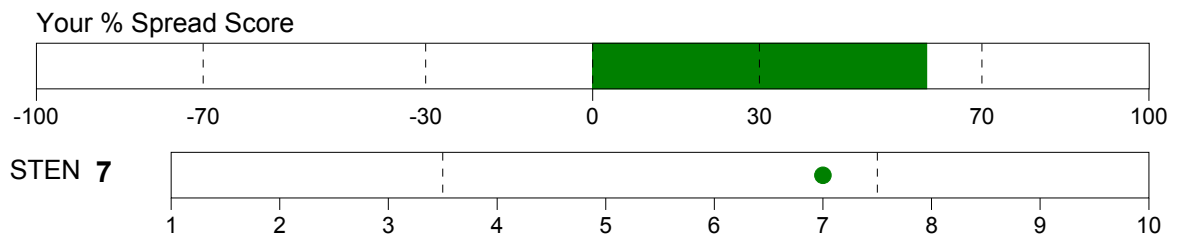
Your scores indicate that you have a **Moderate** personal preference for Digital Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- May sometimes come across as being rather detached to those colleagues who score less highly for Digital thinking than you do
- Are likely to be more focused on factual information in your approach than many of your colleagues
- Usually pay attention to the facts
- Believe that dispassionate analysis of the facts is important at work
- Sometimes enjoy data analysis

People Focus

Internal Thinking



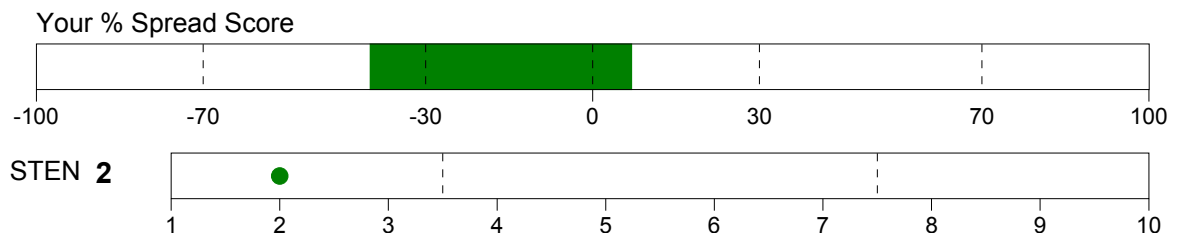
Internally Referenced thinkers set their own standards and do not tend to seek feedback or input from other people. At the extreme end of the scale, highly Internally Referenced thinkers always think that they are right and need to be careful that they are not perceived as being arrogant by their colleagues. They appear confident, particularly as they find decision-making relatively easy. However, other thinking strategies are also needed to ensure that the quality of those decisions is consistently high.

Your scores indicate that you have a **Moderate** personal preference for Internal Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Have your own internal standards by which you decide what's right
- Are often convinced that you are right and are likely to find that decision making comes quite easily to you
- Are sometimes tempted to ignore feedback from colleagues
- Usually think that your opinions are right rather than other peoples'
- Can usually decide for yourself if someone's criticism of you is valid or not

External Thinking



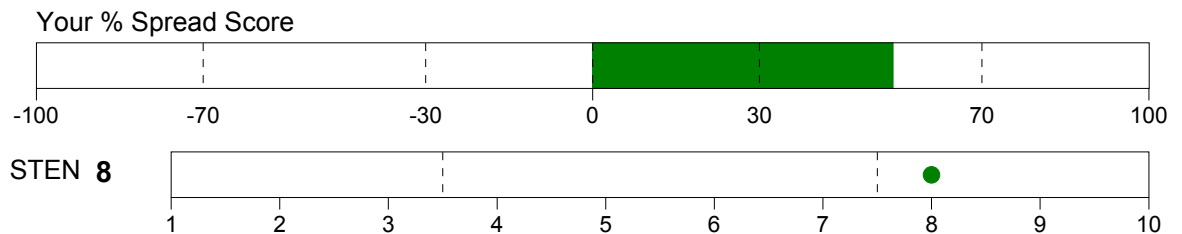
The focus for an External thinker is on finding out what other people think regarding the issues they are involved with, because this helps them make up their own mind. They are very interested in feedback from others and may refuse to make a decision until they have heard what their colleagues have to say. Someone with a strong External reference is likely to believe that what other people tell them is correct and they tend to feel lost if they don't receive feedback. They prefer to make decisions by consensus and may score poorly on conventional decision rating scales.

Your scores indicate that you have a **Low** personal preference for External Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Are not really interested in receiving feedback about your performance at work
- Don't need to receive feedback from others
- Tend to believe that what other people say is true
- Tend to dismiss negative feedback from others
- Are usually very sure of yourself

Self Referenced Thinking



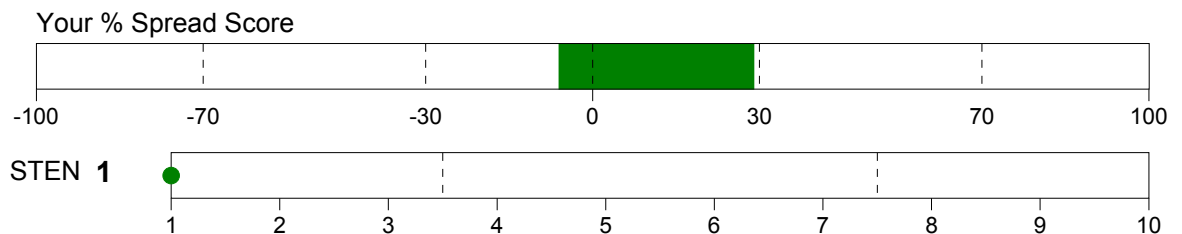
Self Referenced thinking involves a belief that your needs are just as important as other peoples' and that there are times when it is important to put yourself first at work. However, Self Referenced Thinking can also mean putting your department, your team or your organisation first. Highly Self Referenced thinkers often like working alone as they can find being interrupted by other people distracting and even, sometimes, irritating. At the extreme, highly Self Referenced thinkers will ignore the needs of others, refuse requests for their time and be too busy with their own work to help someone else.

Your scores indicate that you have a **Moderate** personal preference for Self Referenced Thinking. You score more highly for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Tend to believe that your needs are just as important as other people's
- Sometimes feel that it's important for you to put yourself first
- Are occasionally too busy with your own work to help someone else
- Will occasionally refuse a request for your time
- Would generally prefer to ignore other people's problems at work if you could

Altruistic Thinking



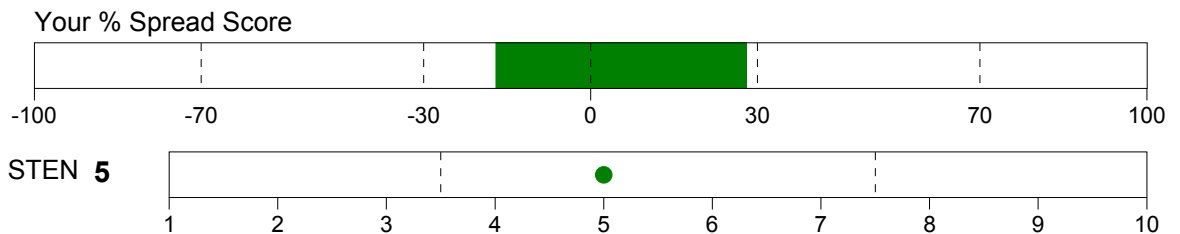
Altruistic thinkers are sensitive to the needs of other people. They will always help a colleague if they possibly can and they are very responsive to other people's requests for their time or their assistance. An Altruistic thinker will notice (sometimes even anticipate) others' needs and will focus their energy on looking after the other members of their team and their colleagues, both physically and psychologically. A very high score can mean that the Altruist thinker puts other people first at their own expense.

Your scores indicate that you have a **Low** personal preference for Altruistic Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Do not feel that other people's wellbeing at work is particularly important to you
- Are usually willing to help someone if you can
- Can usually be relied on to help out your colleagues
- Will tend to respond quickly if someone needs your help
- Usually think of yourself as being quite responsive to other people's needs

Conforming Thinking



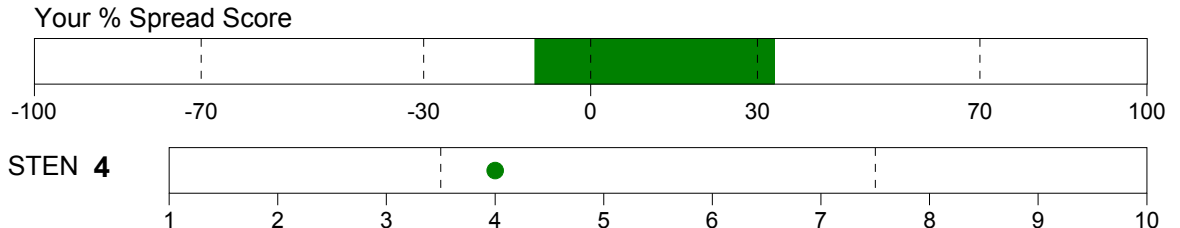
Conforming thinkers like to fit in and prefer not to 'stand out in a crowd'. They are flexible and adaptable, matching the culture of an organisation or a team whenever they can. Taking a non-confrontational approach wherever possible, Conforming thinkers will always try to avoid what they perceive to be an argument or disagreement. This means that they avoid challenging others and will either walk away from a confrontation or will seem to agree at least on the surface. However, they may not implement or support what you think that they have agreed to.

Your scores indicate that you have a **Low** personal preference for Conforming Thinking.
Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Do not particularly try to fit in at work
- Will tend to meet any confrontation head on at work
- Will pursue a confrontational approach only when you have to
- Will do what people tell you to only some of the time
- Will sometimes make the effort to match the prevailing culture

Challenging Thinking



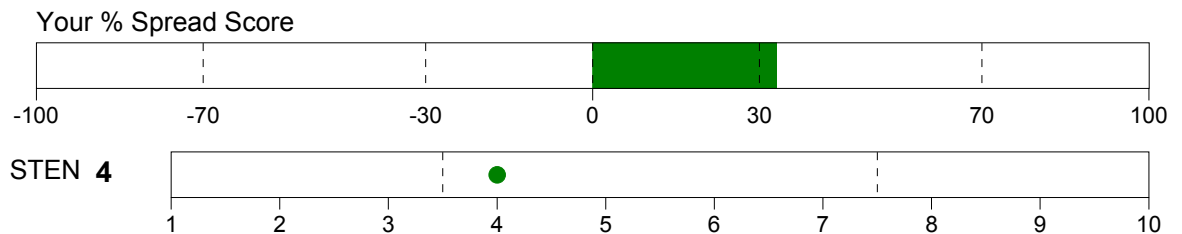
Challenging thinking involves taking a confrontational approach. A Challenging thinker will push the boundaries of whatever they are involved with. They dislike being told what to do and they will often employ a high risk strategy to achieve their objectives. The 'Challenger' processes through disagreement. This means that their first response is likely to be negative, however they will often move from 'no to yes'. The Challenging thinker can be difficult to work with as their natural tendency to confront can be difficult to cope with at times.

Your scores indicate that you have a **Moderate** personal preference for Challenging Thinking.
Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Will sometimes take a confrontational approach where you think it is necessary
- Don't tend to challenge rules
- Usually prefer to be asked rather than told what to do
- Can sometimes be perceived as being 'difficult to manage' as you will sometimes challenge those in authority
- Can sometimes be seen to be quite argumentative at work

Collaborative Thinking



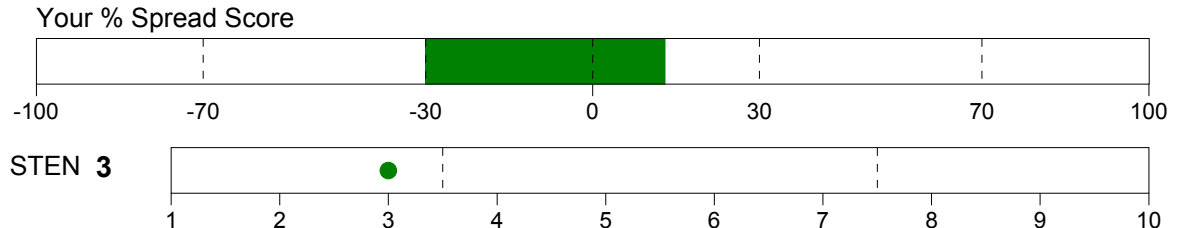
Collaborative thinking involves seeking opportunities to work with other people both inside and outside the organisation. Collaborative thinkers are naturally affiliative and will be active networkers who seek out the company of others with whom they can work successfully. They will always prefer a team environment to working alone. They are likely to fit well into any team as they focus their attention on developing relationships by working collaboratively across hierarchies and functional disciplines.

Your scores indicate that you have a **Moderate** personal preference for Collaborative Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes take a collaborative approach with colleagues
- Like working in a team environment only some of the time
- Sometimes share information with others
- Sometimes like to involve other people in the work that you do
- Will sometimes prefer a team-based approach to working on your own

Competitive Thinking



There are two kinds of Competitive thinking: firstly, being competitive only against yourself, always trying to better your own performance regardless of what anyone else is doing, and secondly, being competitive with other people. Some Competitive thinkers are only concerned with being 'self competitive' and others are always driven to try to win and beat other people at any cost. If your score falls at the high end of the scale you are likely to be both self competitive and competitive with other people.

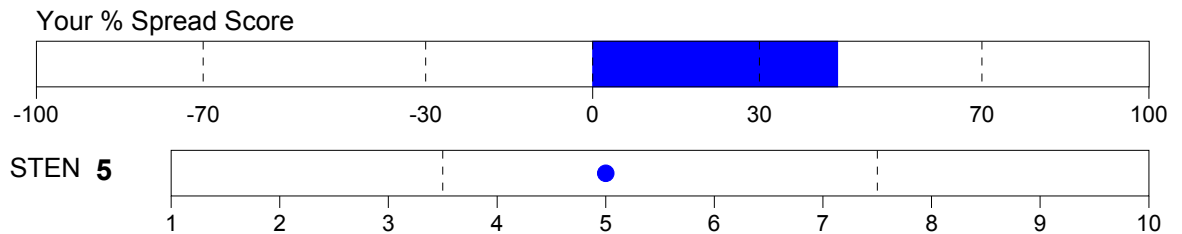
Your scores indicate that you have a **Low** personal preference for Competitive Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes focus on improving your performance
- Feel that sometimes, winning is important to you
- Are rarely competitive with colleagues
- Don't really enjoy competition between people at work
- Are not really very competitive

Task Focus

Detail Conscious Thinking



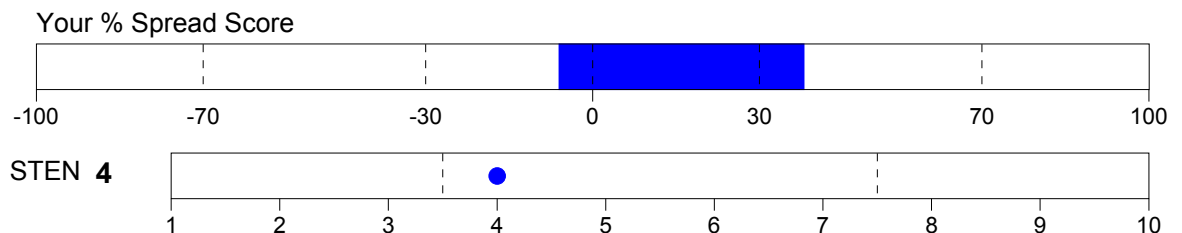
Thinking in a Detailed Conscious way means being aware of the criticality of details and focusing on small 'bite sized' chunks of information. Detailed thinkers need the detail to understand and make sense of something and they become frustrated if these details are lacking. They produce detailed work and dislike not being given the time they need to complete a task. Problems can arise when detailed thinkers do not differentiate between details and regard them all as equally important.

Your scores indicate that you have a **Moderate** personal preference for Detail Conscious Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Only pay attention to details in certain circumstances
- Only produce detailed work some of the time
- Will tend to become frustrated if detailed information is lacking
- Are meticulous regarding important details only some of the time
- Sometimes notice those small details that other people miss

Strategic Thinking



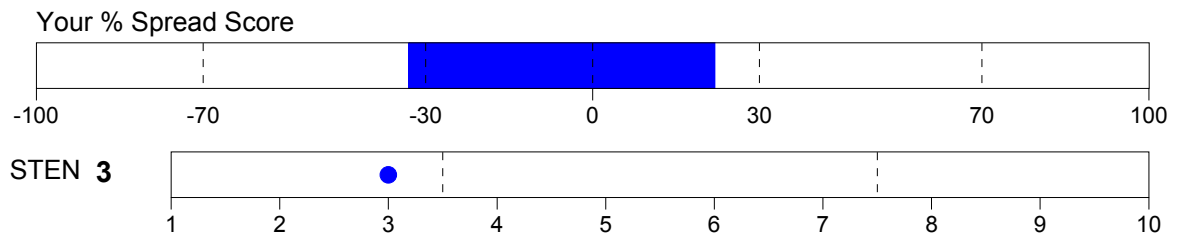
Strategic thinking involves a focus on 'big chunks' of information rather than on specific details. Strategic thinkers tend to think in general terms and will often have a focus on long term plans. They need to understand the general context in order to be able to give something their attention and they will often ask you for an overview. They like to work on big projects where they have the opportunity to link pieces of the jigsaw puzzle together to form the 'big picture'.

Your scores indicate that you have a **Moderate** personal preference for Strategic Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Don't tend to need detailed information in order to understand something; initially at least, the 'general gist' is more important to you
- Would enjoy becoming involved in certain strategic decisions
- Will take a flexible approach, sometimes focusing on the key points of a report or proposal and sometimes reading the whole document
- Will sometimes gloss over the detail when taking a strategic approach
- Tend to think specifically about issues rather than in generalised terms

Creative Thinking



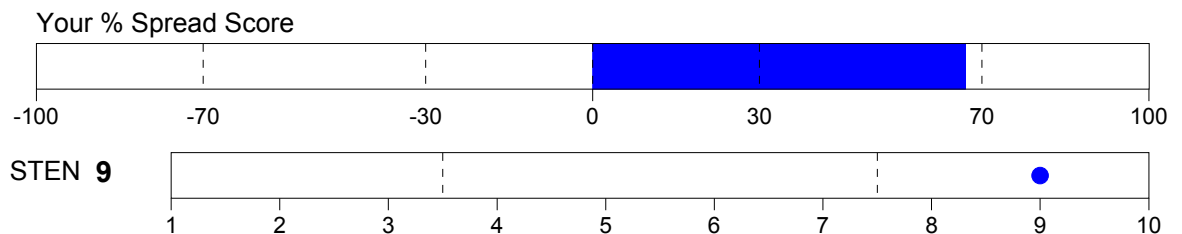
We are all creative. This type of thinking, although it is labeled as being 'creative', involves only the following thinking strategies and behaviours. If you have a low score for these it does not mean that you are not creative in general, it just means that you do not tend to do what we have described. Highly Creative thinkers can appear chaotic in their processing and their work space is often untidy. They naturally multi-task as a preferred way of working and may struggle to meet deadlines, particularly as they are so easily distracted. Creative thinking involves the ability to make connections and recognise patterns.

Your scores indicate that you have a **Low** personal preference for Creative Thinking.
Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- May dislike working on tasks where there is pressure to be creative
- Tend not to multi-task if you can avoid it
- Often have untidy piles of work on your desk
- Don't like having too many projects on the go at any one time
- Often know the answer first, and then have to work out how you got the answer later

Logical Thinking



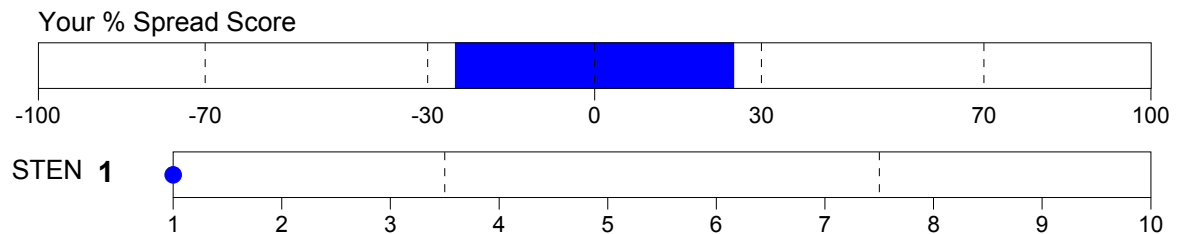
Structure and order are important to Logical thinkers. They prefer to focus on one task at a time and think in a linear and sequential fashion, working through a task from its beginning to its end. Logical thinkers tend to be good at conventional time management and can always be relied on to meet their deadlines. They are not easily distracted, however they do dislike working in an untidy, cluttered environment.

Your scores indicate that you have a **Moderate** personal preference for Logical Thinking.
You score more highly for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Are generally perceived by your colleagues to be a 'logical' thinker who can be relied upon to think systematically
- Prefer to work on one task at a time if possible
- Find that having a structured order to your working day is important
- Like to work systematically through a task from beginning to end
- Find that the beginning is usually the most obvious place to start something

Options Thinking



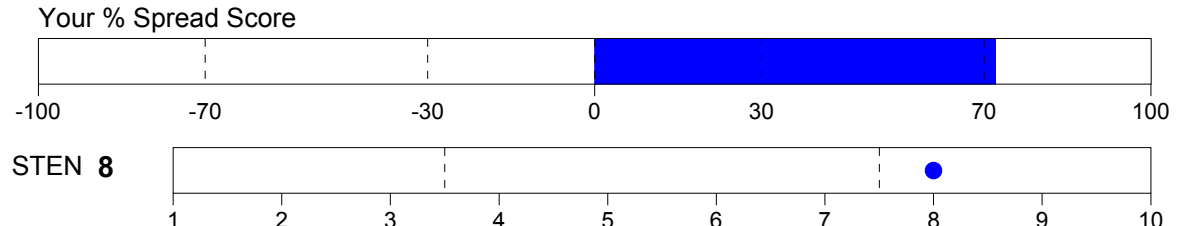
Options thinking involves seeking alternative ways of doing things and thinking in terms of opportunities and possibilities. The Options thinker is motivated by being able to choose and dislikes only being given one option as they therefore have no choice. In fact, if you do not give them a choice they will automatically generate another alternative, thereby giving themselves more choice. Sometimes the Options thinker can become overwhelmed by the options they have available to them and become paralysed into inaction.

Your scores indicate that you have a **Low** personal preference for Options Thinking.
Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Don't tend to solve problems by generating possible options
- Feel that opportunity and possibility are important to you
- Rarely add to work you have done previously
- would usually prefer to have a choice in how you do your job
- Don't mind being presented with a limited number of options

Procedural Thinking



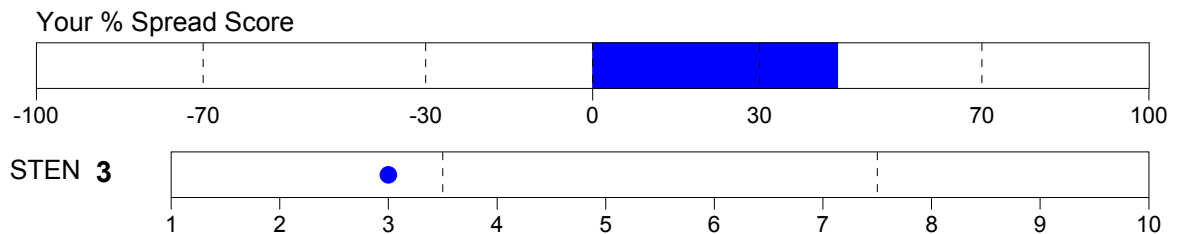
Procedural thinking acknowledges that procedures are important at work and that there is a need for a clearly defined framework to ensure that things are done correctly and that rules are followed. The Procedural thinker looks for a recognisable procedure and once found will follow it, being highly motivated to complete it. Procedural thinkers may feel lost if they don't have established rules to follow as they like to know that they are doing something the correct way.

Your scores indicate that you have a **High** personal preference for Procedural Thinking.
You score more highly for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Are currently finding that procedures play quite an important part in your role at work
- May sometimes be perceived as being overly concerned with rules and procedures by your colleagues who score less highly for Procedural thinking than you do
- Will usually follow procedures if there is a good reason for them
- Recognise that there is sometimes a need for bureaucracy and 'red tape'
- Sometimes like to learn the 'correct' way of doing something

Towards Thinking



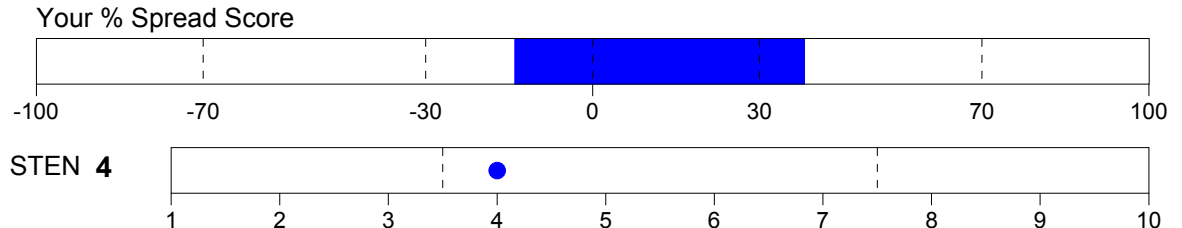
Towards thinking is distinguished by a positive approach. A 'positive mental attitude' even in the face of adversity is one of the defining characteristics of this type of thinking. Another is the focus that Towards thinkers have on achieving their goals and targets. They are always able to maintain their attention on their objectives and can always tell you what it is they want to achieve. However, Towards thinkers may gloss over or dismiss potential difficulties or obstacles.

Your scores indicate that you have a **Moderate** personal preference for Towards Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Tend to find having goals and targets useful
- Usually maintain a positive attitude
- Balance your focus of attention between why things will work and why they may not work
- Would describe yourself as being positive some of the time
- Only manage to remain positive in the face of adversity some of the time

Trouble Shooting Thinking



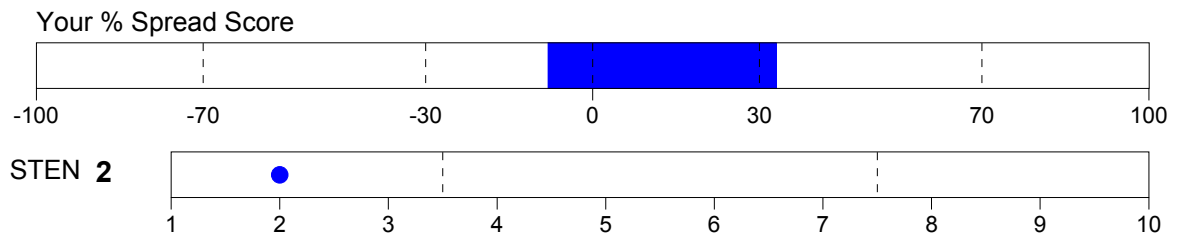
Trouble Shooting Thinking involves the identification of problems and potential problems that need to be avoided. The Trouble Shooter thinks in terms of risk management, focusing on what could go wrong in the future and on preventing the re-occurrence of previous problems. They excel at making contingency plans. They tend to dislike risk-taking and often excel in a crisis situation. However, the Trouble Shooter can sometimes create problems to solve and fires to fight.

Your scores indicate that you have a **Moderate** personal preference for Trouble Shooting Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Are quite good at recognising potential problems
- Don't worry unduly if you are likely to miss a deadline
- Are not particularly concerned with making contingency plans
- Tend to prefer to take the safest course of action
- Will sometimes tell people what you don't want to happen

Proactive Thinking



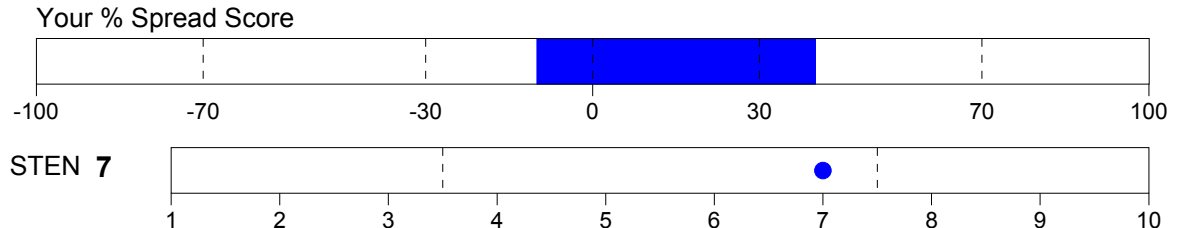
The characteristic of Proactive thinking is its focus on initiating or taking action. Highly Proactive thinkers just want to 'get on with it' and to be in the driving seat, pushing things through and implementing actions sooner rather than later. The speed of decision making is important to the Proactive thinker as they dislike waiting. The Proactive Thinker can sometimes be rash and impulsive and may not consider the consequences or implications of the things that they do.

Your scores indicate that you have a **Moderate** personal preference for Proactive Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes initiate action at work
- Take a proactive approach only some of the time
- Generally like to 'get on with things'
- Are not really interested in becoming involved in new, fast moving projects
- Are quite proactive

Reactive Thinking



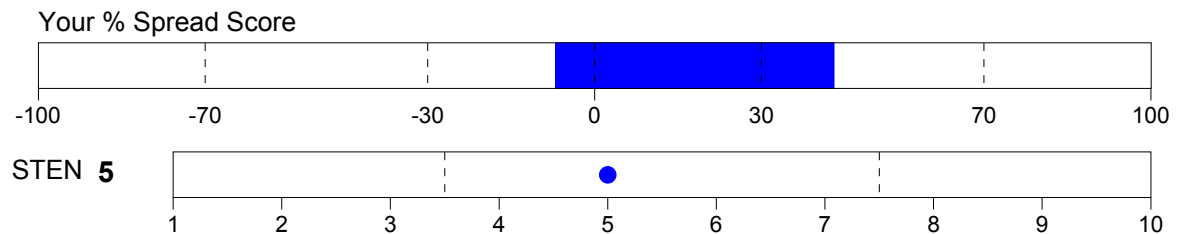
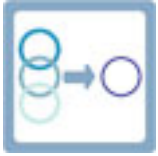
Reactive thinkers rarely take action without carrying out the appropriate analysis and planning. They dislike taking any action until they feel that they have all of the relevant information they need and that the time is right, which also means that they sometimes feel pushed into taking action too soon. They respond to situations rather than creating the circumstances of change and often need additional time to reflect on future decisions. Moreover, they often want to double check decisions before progressing them.

Your scores indicate that you have a **Moderate** personal preference for Reactive Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Will occasionally take action without much analysis and planning
- Will only take action once you have considered all the relevant information
- Don't always consider the consequences of your actions
- May sometimes be forced into taking action too quickly at work
- Prefer to take a reactive approach at work

Simplicity Thinking



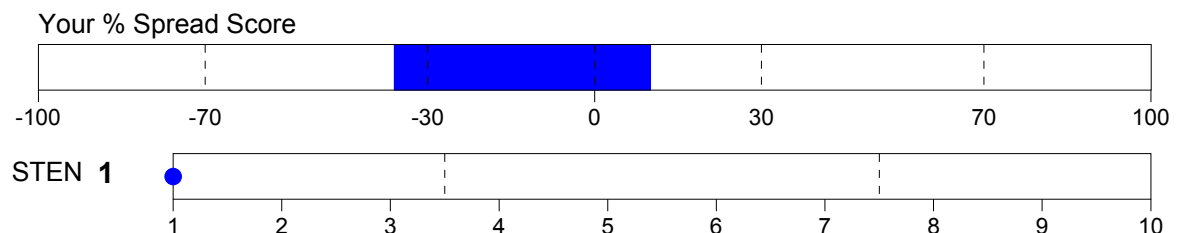
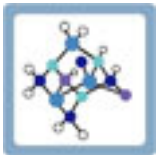
The Simplicity Thinker is motivated to simplify everything. Because they prefer things to be easy they may avoid doing or learning something if they perceive that it's not going to be easy or that it may be difficult. The Simplicity thinker will always try to keep things easy to manage if they possibly can. This means that they will often underestimate the complexity of a task or an issue, which can lead to problems for them later on.

Your scores indicate that you have a **Moderate** personal preference for Simplicity Thinking. Your score falls within the same range as the majority of the Managerial Sample.

Your responses suggest that you:

- Prefer to 'keep things simple' at work if you possibly can
- Are not particularly attracted to the easy way of doing things at work
- Will sometimes become bored if tasks at work are too easy
- Prefer to make things easy to manage if you can
- Sometimes perceive things as being easy rather than difficult

Complexity Thinking



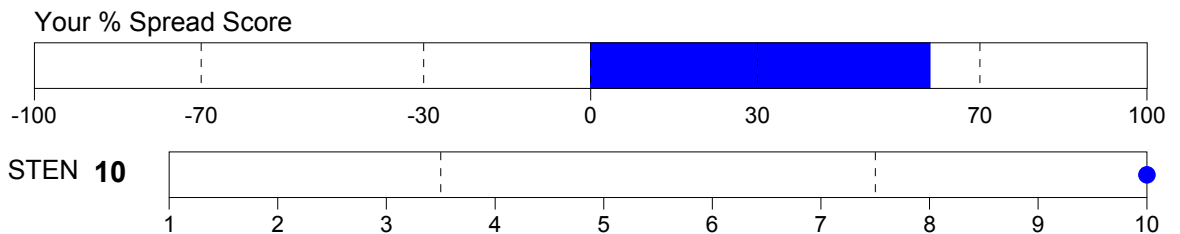
Complexity thinking involves linking issues together and considering the implications of complex interactions over time. The Complexity Thinker is motivated by challenge, often being attracted to work that is considered too difficult or complicated by others. They can become frustrated if they are given projects or tasks which are 'too easy'. Complexity thinkers can sometimes 'over-complicate' issues making them difficult unnecessarily, although they are unlikely to do this deliberately.

Your scores indicate that you have a **Low** personal preference for Complexity Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Do not particularly like becoming involved in complex issues
- Can find projects at work more interesting if they have a degree of complexity
- Are occasionally attracted by a degree of difficulty in the work that you do
- Are motivated by complexity at work
- Tend to dislike tasks that are too complicated

Sameness Thinking



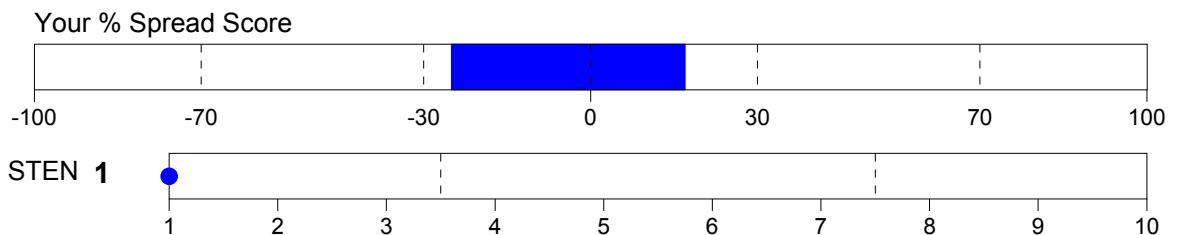
Sameness thinkers prefer tasks which are familiar, finding this familiarity comforting. They like to focus on those things which have been proven over time and are unchanged. Stability is very important to Sameness thinkers which means that they can sometimes have a low tolerance for change preferring any changes to be introduced gradually. They value continuity and have a tendency to focus on the traditional. When comparing two situations they will notice similarity, where something is like something else or is the same.

Your scores indicate that you have a **Moderate** personal preference for Sameness Thinking. You score more highly for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Sometimes have a low tolerance for change and find changes at work threatening
- Like your working days to be similar and prefer tasks which are familiar to you
- Would prefer any changes at work to be made gradually
- Can become bored by familiar tasks

Differences Thinking



Seeking difference and noticing what is different are characteristics of Difference thinking. The Differences thinker likes being at the forefront of change and has a naturally high tolerance for it, even for what some people would consider to be quite radical change. They are stimulated and motivated by variety, becoming quickly bored with routine and familiar tasks. At work or in life in general they often like to 'make a difference' in some way. Although they like to be different, they do not always want to be noticed.

Your scores indicate that you have a **Low** personal preference for Differences Thinking. Your score is lower for this type of thinking than the majority of the Managerial Sample.

Your responses suggest that you:

- Like a degree of variety in your working days
- Usually like to 'make a difference' at work
- Don't usually find periods of radical change at work particularly exciting and stimulating
- Are not particularly attracted to ideas that are different
- Prefer a degree of variety in your job role

Notes and Key Learning Points

The rest of this page has been left blank for you to make your own notes. For example, there may be some actions that you would like to work on as a result of receiving your Thinking Styles profile.