

*Think-tion*TM

Integrating Thinking to Actions

Part 1

[S] Situation

[T] Thinking

[A] Action

[R] Result

Dale S. Deardorff

In2: InThinking Network 2008 Forum

April 17th 2008

1:15 – 4:15 PM

d.s.deardorff@att.net

2008 Forum

Introduction



What do you do?

Your Job is...



Who are you?

Name...



One
Interesting
"Fun Fact"
about you

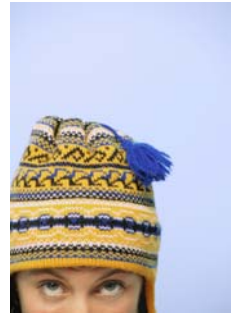


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Overview



- Intro to *Action*s
- Background
- *Action* Statements
- Traditional Thinking
- *STAR* Process Flow
- [S] Situation
- [T] Thinking
- [A] Action
- [R] Result
- Cognitive Exercise I & II
- HBDI Brain Quadrant Model
- *Think-tion*TM Model
- Simple and Practical
- Framework Quick Reference
- Conclusion
- Next *Action* Steps

Background



- Everything we do starts with our Brain.....
- The way we *Think*, our **Reactions** and our **Communication**.
- Do we.....*Think* and then take *Action*.....or ?
- We may assume that *Action* is obvious and easy but.....
- *Actions* require a Thinking Process....even a simple one
- *Actions* without *Thinking* are chaotic and unpredictable



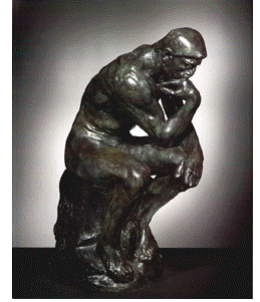
Introduction



- Multiple modes of **Thinking** are required to effectively deal with **Uncertainty** and **Change**
- **Deciding** to do something might be considered a mental **Action** others think it is not an action unless the decision is carried out
- Chaos can come from trying to use the wrong **Thinking**-to-**Action** mode
- There must be an ability to produce dynamic change from Leverage Points in a **Thinking**-to-**Action** Model
- This requires “Smart” **Thinking** for complex situations



Traditional Thinking



- Assumptions organize our experience prematurely forcing it to conform to what is expected and limiting our **Actions**
- Traditional **Thinking** is part automatic and part based upon a range of common assumptions
- Becomes easily rigid and predictable
- Does not **Think** about the **Result** first (it's assumed)
- We need Leverage Points where we can intervene in the “**System**” to optimize the cognitive direction

Traditional Thinking



- The two hemispheres of the Brain control different characteristics of **Thinking** and **Action** (Left versus Right)
- Jumps from a quick perception of an event or a person to land in a category of habitual response that is assumed to be appropriate
- Puts events into pigeonholes with a habitual kind of **Action** ready to deal with it
- Never considers Leverage Points to intervene in the “**System**”
- It is **Thinking** on cruise control which blocks Learning and Innovation





Introduction

- The way we typically describe Actions is....
Situation-**Action**-Result (SAR).....where is the *Thinking*..??
- We propose a change to.....

Situation-Thinking-Action-Result (STAR flows)



Thinking to Action Process Flows

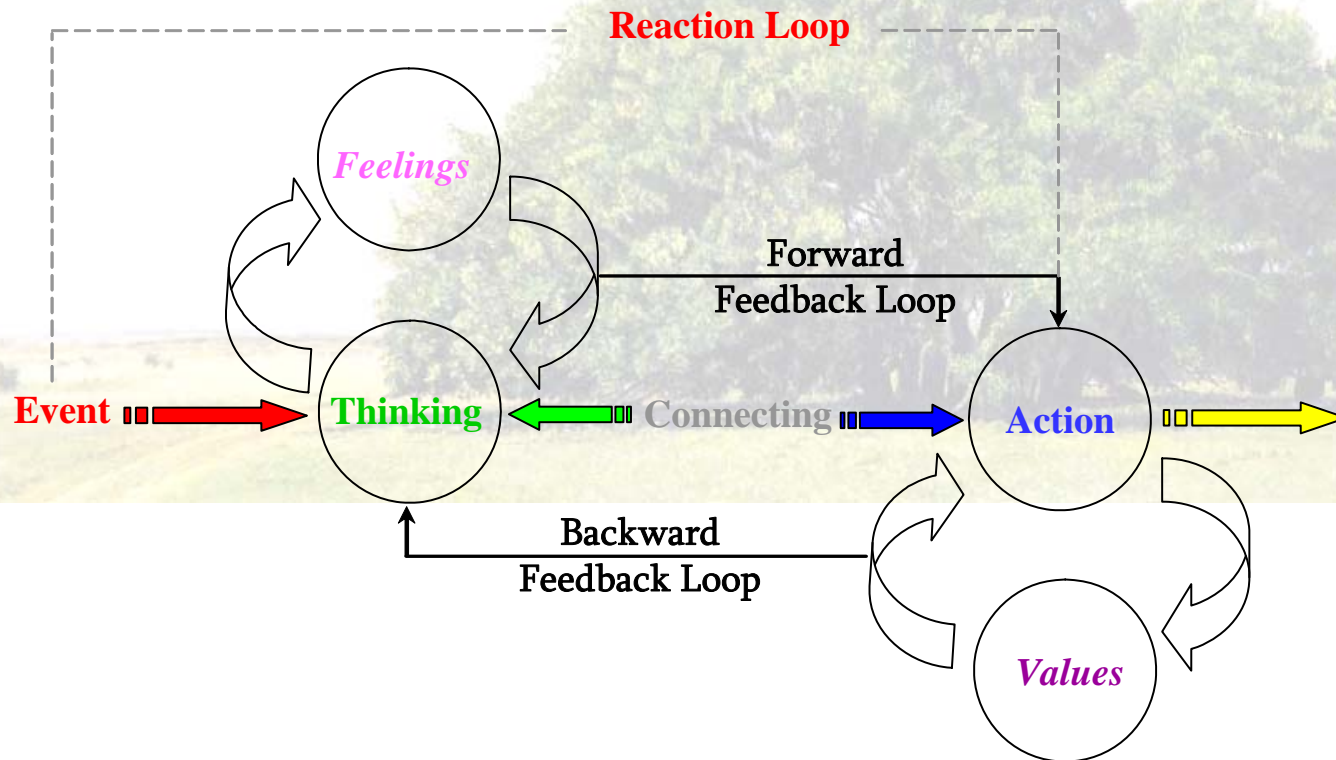
[S] Situation

[T] Thinking

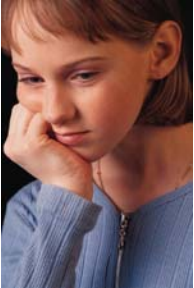
[A] Action

[R] Result

Think-tion™ Model



Thinking to Action Statements



How often have you heard.....

- **Think** Harder
- That wasn't what I was **Thinking** about
- **Think** before you act
- Better **Think** about that again
- I was not **Thinking** when I did it
- I can not get my mind around that
- I can't **Think** strait
- What were you **Thinking**?



Thinking to Action Phrases



Modern Organizations are composed of Leaders who provide directions like....

- *Do The Right Thing!!!*

(You're Accountable for what you do so if you make a mistake it's your problem)

- *Be Innovative*

(I'm too dense to come up with any ideas to solve your problem so you need to figure it out for yourself)

- *Create Shareholder Value*

(Do something that we can use to justify and explain our costs to our customer)



STAR Thinking-to-Action Flows

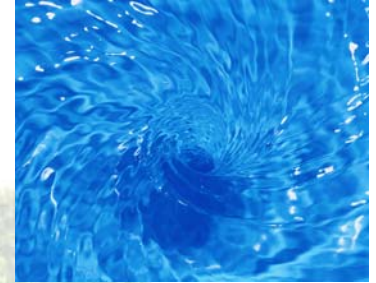
[S] Situation

[T] Thinking

[A] Action

[R] Result

- Why not SAR like everyone else uses...?
- Initiated by a **Situation** which creates the need
- Takes into account the deliberate *Thinking* to establish a pattern for *Action*
- The *STAR* process implies *Action*...reaching a predictable and desired **Result**
- The *Action* needed to fix a watch is different from the *Action* needed to tear down a building.



STAR Thinking-to-Action Flows

[S] Situation

[T] Thinking

[A] Action

[R] Result

- STAR process can be used to improve Thinking fluency
- Training of *Thinking-to-Action* Skills
- A simple 4-Step Cognitive process
- Allows the breaking down of *Thinking* into four distinct HBDI brain quadrant modes
- Allows the breaking down of *Action* into six unique *Action* modes



STAR Thinking



- Traditional thinking can jump from a quick perception of an event or a person to land in a category of habitual response that we may assumed to be appropriate
- Traditional thinking can put events into pigeonholes with a habitual kind of *Action* ready to deal with it
- Using STAR will integrates a Process Step for *Thinking* into your *Actions*
- Not using it is *Thinking* on cruise control which blocks Learning and Innovation





[S] Situation

- It Is the “**Current State**” and is the trigger for an **Event!!**
- May be based upon or influenced by *Perceptions & Paradigms*
- May require dissection into different Viewpoints to get an accurate understanding or collective Point-of-View
- Types of Situations: Good, Bad, Awkward, Hard.....
- These may be out of your control to change, shift or modify



[T] Thinking

- Projects the wanted or desired “**Ideal State**”
- Establishes a new mental Model to represent it
- Uses the HBDI 4-Quadrant Model with separations for:

Logical Thinking

(Strategic)

Sequential Thinking

(Planning)

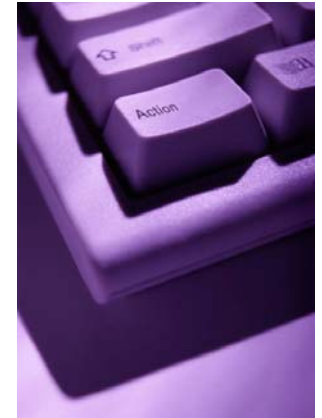
Interpersonal Thinking

(Feelings)

Synthesizing Thinking

(Innovative)

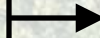
[A] Action



- Uses the Think-tion™ Model with separations for:

Aligned Value Actions

Leadership Actions
Accountability Actions
Learning Actions
Passion Actions
Fun Actions
Opportunity Actions



Matrixed together to understand the.....

Changes required to create
Action planning using
Idea Triggers



[R] Result



- Or the “**Desired Result**”
- The Result is what happened after-the-fact from the Actions
- Lessons Learned and Best Practices can be established from these
- May benefit from PDSA Review as Check/Balance for accuracy
- All steps are connected in a Flow assuming that the thinking component is not a separate step is limiting to the complexity
- Remember that *Systems* are complex.....
 - and it is very dangerous to generalize about them!



Brain Research & Articles

This Is Your Brain on a Strong Brand: MRIs Show Even Insurers Can Excite

By KEVIN HELLIKER

BIG BRANDS make bigger brain waves. According to new research examining brain reaction to commercial brands, strong product identities can create more excitement than weaker ones even in areas generally perceived as dull, such as insurance.

That research, to be presented at the annual conference of the Society for Neuroscience in North America in Chicago, is the first ever to use magnetic resonance imaging to study the impact of brand-recognition on the brain, says Christine Born, a German radiologist who directed the research.

Dr. Born, who specializes in the use of MRI to study neurological questions at the University of Würzburg, says the brand study involved no industry funding and was not a commercial project. It was approached about the possibility of medical technology to neuroeconomics.

A group of combined medical and economic researchers designed a study that would examine neurological reactions to strong and weak brands in product categories, cars and insurance. They selected 20 men and women who had a mean age of 28 and a high level of education, and placed them in an MRI machine that had been rigged with a small video screen. The logo of Volkswagen flashed across the screen for three seconds, followed by the logo of a lesser-known European brand called Seat (also owned by Volkswagen).

Film of their brains during that sequence found that the Volkswagen logo produced a strong pattern of activity in the part of the

brain associated with positive emotions, self-identification and rewards. The Seat logo provoked activity in brain areas associated with negative emotions—suggesting that the work for a response.

What surprised Dr. Born was that the logo activated the decision-making areas of the brain, suggesting that the subjects were answering a question.

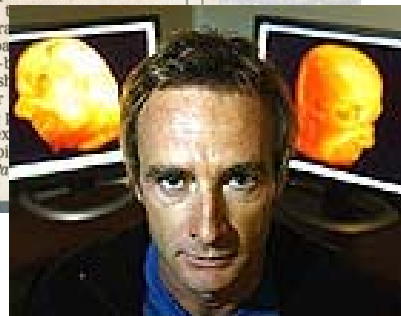
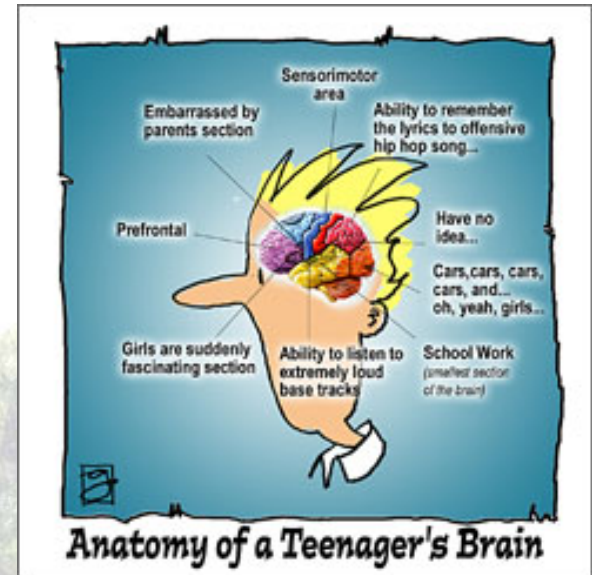
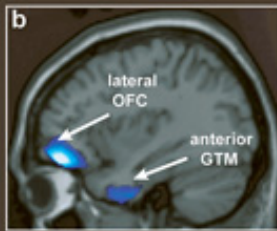
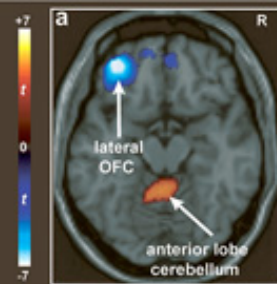
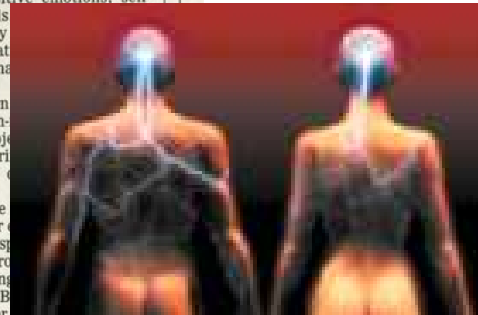
But the researchers found that under the influence of strong brands, the brain's response was fully to strong brands as to strong brands, says Dr. Born. She was surprised here, she adds, because "cars are a status symbol. Insurance is an abstraction."

In the MRI study, the logo of the strong insurance brand—a European insurer named Allianz—produced just as powerful a reaction as did Volkswagen. The weaker brand of insurance—Volkswagen Versicherung—evoked the same response as the Seat brand of auto.

Dr. Born says the study suggests that the psychological pull of strong brands may be even greater than previously thought, though she cautions that this study is small, pioneering and, as yet, unpublished.

Up to now, it has been known that brain activity is linked to the purchase of cars, appliances and goods for the home—but the purchase of insurance, household cleaners and paper products, says Dr. Born. Silverstein, a senior vice president at the consulting Group and an expert on consumer behavior. And despite the fact that the study is small, pioneering and, as yet, unpublished.

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STAR Thinking [4-D's]



A full robust process that is.....

- Dynamic.....Adaptive and able to change, shift or evolve
- Diverse.....Able to embrace multiple ideas or thoughts
- Different.....Concept is much richer and more complex
- Directed.....Focused & repeatable model which can be learned, practiced and optimized for success



Where do you do your Best Thinking?

- 1)In the Car?
- 2)While Sleeping?
- 3)While Exercising?
- 4)In the Shower?
- 5)While reading a Book?
- 6)at **WORK?**



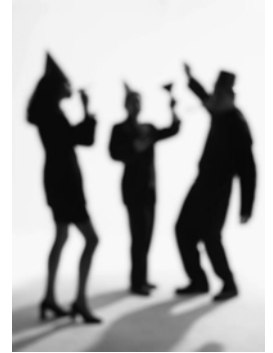
Birthday Party Exercise



Break into groups of 3-5 members and select a scribe to document.

Spend 10 min and design a Birthday Party for a In2InThinking member.

Be prepared to out brief your “Key” ideas to the group.



Thinking Comfort Zone



Step 1: Deal 5 cards to each team member

Step 2: Have them select their top 3

Step 3: Trade with other people to get to 1

Step 4: Place the single card in appropriate location on board



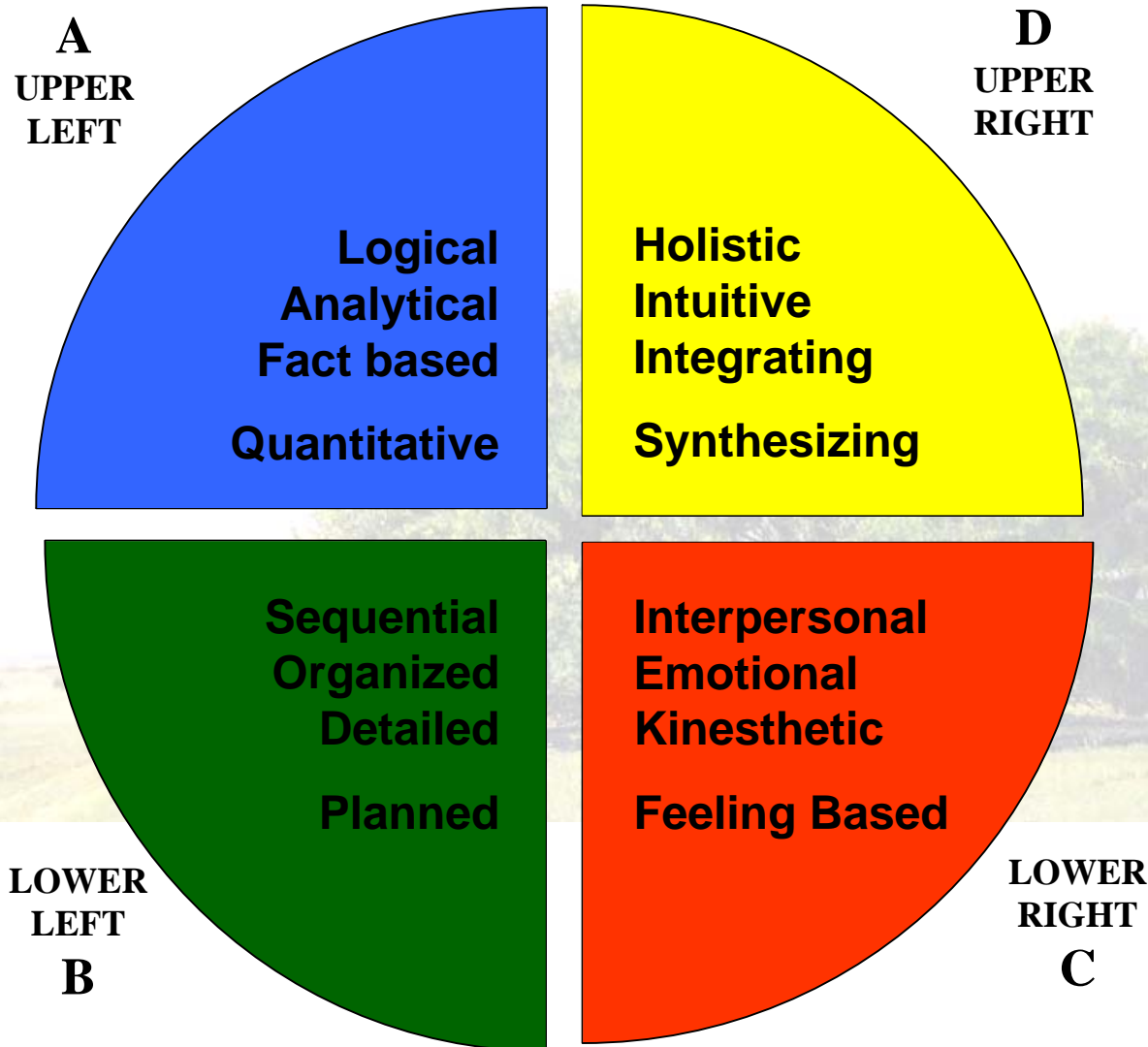
How did it feel to have the perfect card for you ??

How did it feel to have the cards that were not accurate descriptors ??



Cerebral Mode

Whole Brain Model



Cerebral Mode

Right Brained

- Reading the signs of coming change
- Seeing the big picture
- Recognizing new possibilities
- Tolerating ambiguity
- Integrating ideas and concepts
- Bend or challenging established policies
- Synthesize unlike elements into new whole
- Inventing innovative solutions to problems
- Problem solving in intuitive ways

- Recognizing interpersonal difficulties
- Anticipating how others will feel
- Intuitively understanding others feelings
- Engendering enthusiasm
- Persuading
- Teaching
- Coaching
- Understanding emotional elements
- Considering values

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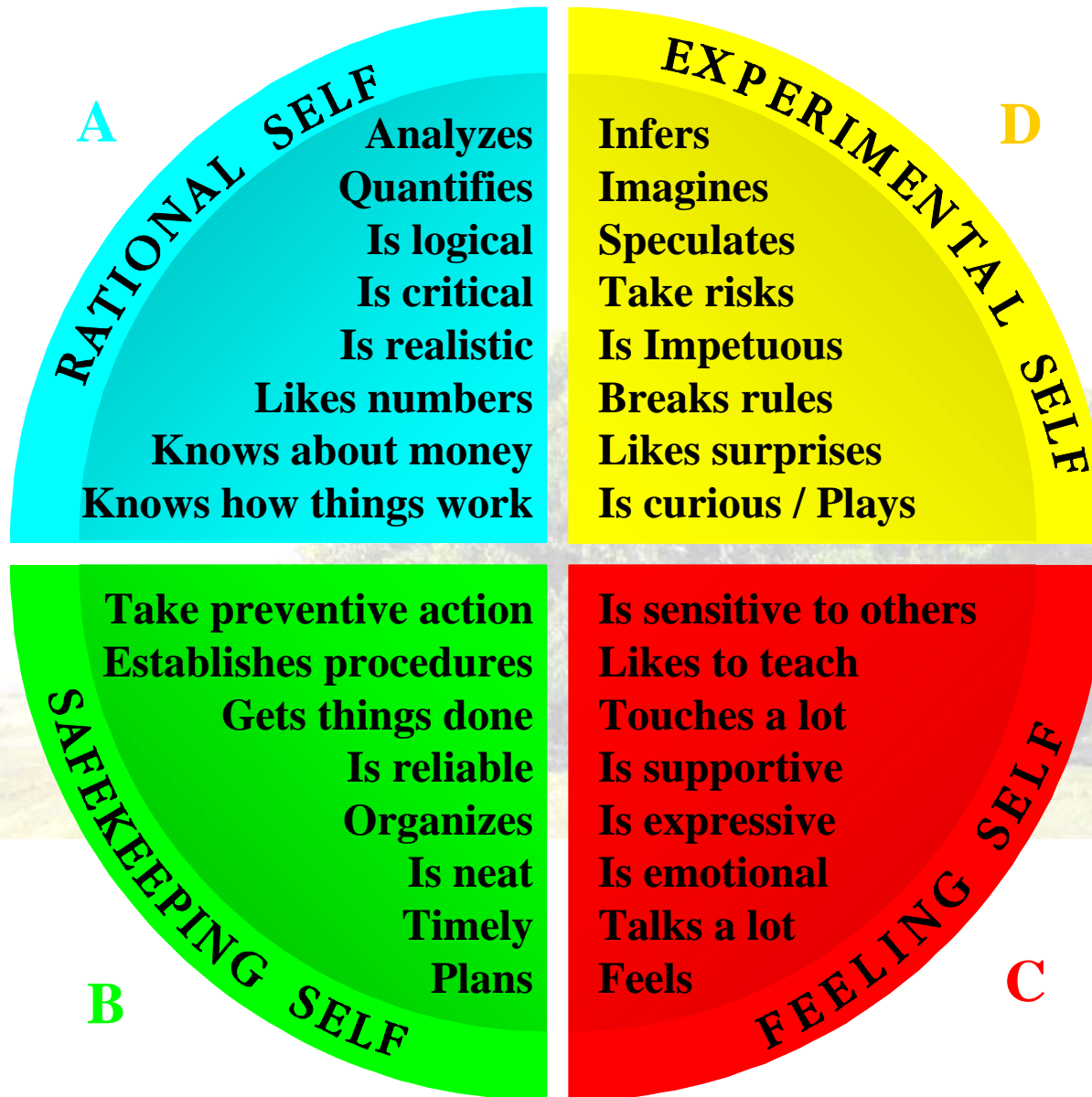
Limbic Mode

- Gathering facts
- Analyzing issues
- Problem solving logically
- Arguing rationally
- Considering financial aspects
- Measuring precisely
- Understanding technical elements

- Finding Overlooked Flaws
- Approaching problems practically
- Standing firm on issues
- Maintaining a standard of consistency
- Reading fine print in documents/contracts
- Organizing & keep track of essential details
- Develop detailed plans and procedures
- Articulate plans in an orderly way
- Keeping financial records strait

Left Brained

Our 4 Different Selves



A Quadrant: The Rational Self

RATIONAL SELF

Analyzes
Quantifies
Is logical
Is critical
Is realistic

Likes numbers

Knows about money

Knows how things work

At School: Math, Science,
Computers

At Work: Finance, Engineer,
Chemist, Technician

Decision Making: Gathers Facts,
Argues Rationally

Problem Solving: Forms Theories,
Solves Logically, Measures Precisely

Hobbies: Model Making, Home
Improvements, Computer Games



B Quadrant:

The Safekeeping Self

Take preventive action
Establishes procedures
Gets things done
Is reliable
Organizes
Is neat
Timely
Plans

SAFEKEEPING SELF

At School: Geography, History, Language (grammar)

At Work: Manager, Administrator, Project Management, Travel Agent

Decision Making: Stands Firm, Conservative, Procedural

Problem Solving: Approaches Problems Practically

Hobbies: Travel, Fishing, Camping, Spectator Sports, Golf, Reading



C Quadrant: The Feeling Self

At School: Social Science, Literature, History, Geography, Drama

At Work: Social Worker, Teacher, Trainer, HR Professional, Sales Person

Decision Making: Involves Others, Interpersonal, Intuitive, Emotional

Problem Solving: Considers Others, Intuitive, Picks Up on Non verbal and Interpersonal Clues

Hobbies: Reading, Listening to Music, Travel, Walking, Relaxing

Is sensitive to others
Likes to teach
Touches a lot
Is supportive
Is expressive
Is emotional
Talks a lot
Feels

FEELING SELF



D Quadrant: The Experimental Self

At School: Science, Math, Arts and Crafts

At Work: Self Employed, Entrepreneur, Artist, Designer, Advertising, Marketing, Sales

Decision Making: Imaginative, Risk Taking, Forward Looking

Problem Solving: Inventive, Intuitive, Sees the Big Picture

Hobbies: Arts & Crafts, Creative Writing, Music Playing, Photography

EXPERIMENTAL SELF

- Infers**
- Imagines**
- Speculates**
- Take risks**
- Is Impetuous**
- Breaks rules**
- Likes surprises**
- Is curious / Plays**



A

George bought a house for the family on price alone. He didn't consider its location, convenience, layout or design. It was a good financial investment and would show a good capital gain in 5 years. That was all that mattered.

D

Michael brought a car without checking to see if his golf clubs would fit in the back. When he got home he discovered they wouldn't.

Real Stories About Real People

Betty kept everything in her pantry in alphabetical order. Therese took her vacuum cleaner on camping trips to keep the tent clean.

Alison traveled everywhere with her 3 teddy bears. When asked why, she explained "One hotel room looks the same as any other. At least when I go back at night I have my friends to keep me company."

B**C**

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Hand Out the Individual Profiles

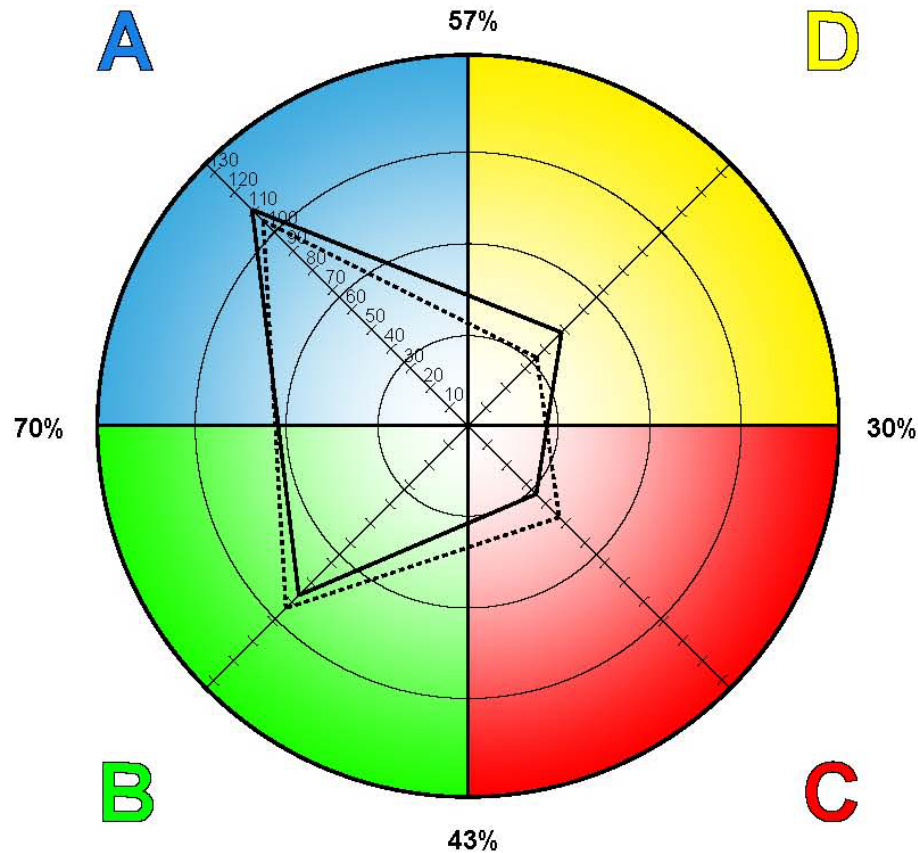
HBDI™

**Understanding the
Herrmann Brain Dominance Profile**





Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48





HERRMANN BRAIN DOMINANCE INSTRUMENT

DATA SUMMARY

Name:
Occupation:

Gender:

GROUP
Date:

PROFILE SCORES
PREFERENCE CODE

ADJECTIVE PAIRS
(distribution of 24 points)

KEY DESCRIPTORS
X = selected
* = most descriptive

WORK ELEMENTS
(5 =most, 1=least)

Adolescent Education
Education Focus
Occupation
Hobbies

HAND DOMINANCE

ENERGY LEVEL

MOTION SICKNESS

INTROVERT/EXTROVERT
(self-placement)

COLUMN A
UPPER LEFT

COLUMN B
LOWER LEFT

COLUMN C
LOWER RIGHT

COLUMN D
UPPER RIGHT

111
1

87
1

35
2

48
2

9

8

4

3

Factual x
Quantitative
Critical
Rational x
Mathematical
Logical *
Analytical x

Conservative x
Controlled
Sequential x
Detailed x
Dominant
Speaker
Reader

Emotional
Musical
Spiritual
Symbolic
Intuitive
Talker
Reader

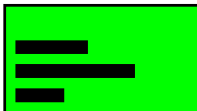
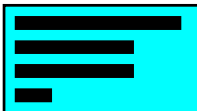
Imaginative
Artistic
Intuitive
Holistic
Synthesizer
Simultaneous x
Spatial

Analytical 4
Technical 5
Problem Solving 5
Financial 2

Organization 4
Planning 2
Administrative 1
Implementation 5

Teaching 5
Writing 4
Expressing 3
Interpersonal 3

Integration 2
Conceptualizing 4
Creative 3
Innovating 3



primary right

Right/
some left

mixed

left/
some right

primary left

x

day

equal

night

x

none

some

frequent

x

introverted

extroverted

x



Herrmann International
The Ned Herrmann Group

HBDI data explanation for **John Doe**
February 03, 1999

Your HBDI Profile Sheet provides you with a visual plot of your thinking style preferences. The Consolidated Score Sheet gives a breakdown of what quadrant many of the questions fall into. This explanation page will describe each of the quadrants in descending order of your preference.

The thinking style quadrant you most prefer, based upon your responses to the HBDI Survey, is the A Quadrant, with a value of 111. Descriptors of this thinking style which you selected are Factual, Rational, Logical and Analytical, with Logical representing your "Key" Descriptor - the one most descriptive of you. These descriptors represent a general overview of your mental preferences in day-to-day life. Work Elements you strongly relate to in this quadrant include Analytical, Technical and Problem Solving. These Elements reflect your mental preferences at work. Work preferences may align completely with general preferences, or they may stem from situations unique to one's working environment. In the forced-choice, Adjective Pairs section of the Survey, 38% of your responses registered in the A Quadrant. For comparison purposes, your A Quadrant Profile Score represents 40% of your total Profile.

Your next most preferred is the B Quadrant, with 87 points. In this thinking style, you selected Conservative, Sequential and Detailed as descriptive of you. Work Elements you identified as ones you do well include Organization and Implementation. In Adjective Pairs, 33% of your responses registered in the B Quadrant, compared to 31% of your overall Profile.

By quite a margin, your next most preferred is the D Quadrant, with 48 points. In this thinking style, you selected Simultaneous as descriptive of you. Work Elements you identified as ones you do well include Conceptualizing. 13% of your Adjective Pairs responses fell in the D Quadrant, compared to 17% of your Profile.

Your least preferred quadrant, based upon your Survey responses, is the C quadrant, with a value of 35. There were no Descriptors in this Quadrant which you felt were characteristic of you. Work Elements you identified as ones you do well include Teaching and Writing. 17% of your Adjective Pairs responses fell in the C Quadrant, compared to 12% of your Profile.

The Adjective Pairs result tells us something about how we react when under pressure. This may or may not be consistent with our general behavior. The distribution of your responses to these questions into the A, B, C and D Quadrants was 9, 8, 4, 3, respectively. This distribution, while not perfectly aligned with your profile, is not radically out of alignment either. This suggests that there may be some shifts in your thinking style when under pressure, perhaps with a less-preferred quadrant becoming more dominant or a generally preferred one receding into the background.

The Profile Code is a categorization of profiles. It can be helpful in identifying generally similar Profile configurations. Your Profile Code is 1122, which is discussed on page 14 of the Understanding Your Profile booklet.

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Web page: www.hbdi.com • e-mail: thinking@hbdi.com



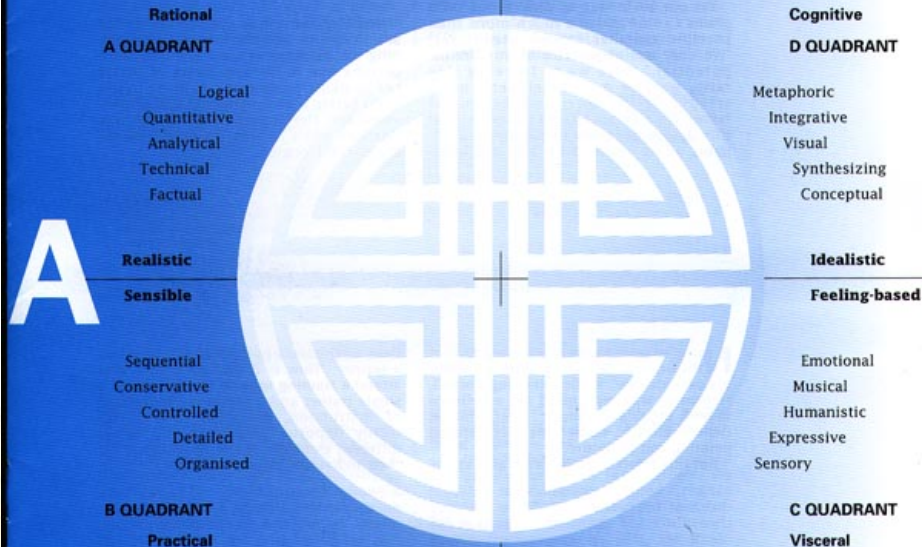
UNDERSTANDING THE HERRMANN MODEL

A

DISCOVER YOUR THINKING STYLES

Is this profile 'me', or how I would like to see myself?

Generally, how people see themselves is accurate and informative: it captures a point of view which can be invisible to others. Our research has shown that having a third party filling out an HBDI gives imprecise results. While you might tilt your answers towards an idealised view of yourself, the survey questions are framed to minimise this. Also, it is likely you would think it self-defeating to provide inaccurate information about yourself.



When I filled out my profile, I wasn't feeling 100% will that affect my profile?

◆ Numbers could vary within a range, but not the overall shape of the profile. One's mood might have some influence on the overall size of the profile, but would not change its shape or orientation. Mood does have a bearing on the overall size of the profile but it seems to have very little effect on the shape. The profile tends to be anchored in the least preferred quadrant, and to increase proportionately in the remaining three quadrants. If you were feeling especially positive or expansive when completing the survey form, then you would have answered more questions with higher values.



READING YOUR PROFILE STEP BY STEP.

B

PREFERENCE CODE

This consists of four numbers placed in order of the quadrants: ABCD. The terms 'Primary, Secondary, and Tertiary' are used to designate the 1, 2, 3 zones of the profile grid.

Preferences codes

- ♦ **PRIMARY:** (Code 1 = total over 66) In a given quadrant a primary indicates a distinct preference for the type of activities relevant to that quadrant. Every profile will have at least one primary score, but could have as many as four.
- ♦ **SECONDARY:** (Code 2 = 34-66 inc.) A secondary in your profile indicates a comfort zone in the types of activities of that quadrant.

It is still a preference, but clearly secondary to your primary (or primaries).

♦ **TERTIARY:** (Code 3 = 0 to 33 inc.) A tertiary indicates a lack of preference and thus an avoidance of activities representative of the quadrant. In a profile, a tertiary reinforces the preferences of the primary situated diagonally opposite it.

A QUADRANT

Problem Solving
Analytical
Technical
Mathematical
Logical

D QUADRANT

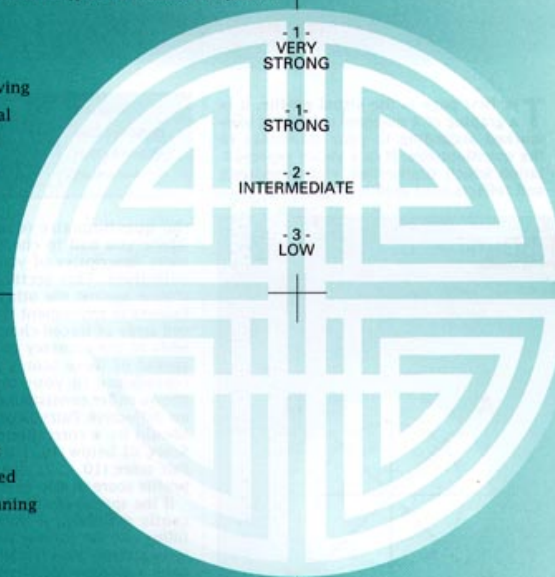
Artistic
Holistic
Imaginative
Synthesizing
Conceptualising

Organisational
Administrative
Conservative
Controlled
Planning

Interpersonal
Emotional
Musical
Spiritual
Talker

B QUADRANT

C QUADRANT



Adjective pairs

The four numbers appearing on the line 'Adjective Pairs' are the result of 24 forced choice pairings on the survey where you were asked to select A or B as being most like you. This is an important score and is discussed later in this leaflet.



HOW DOES YOUR PROFILE COMPARE TO OTHERS? C

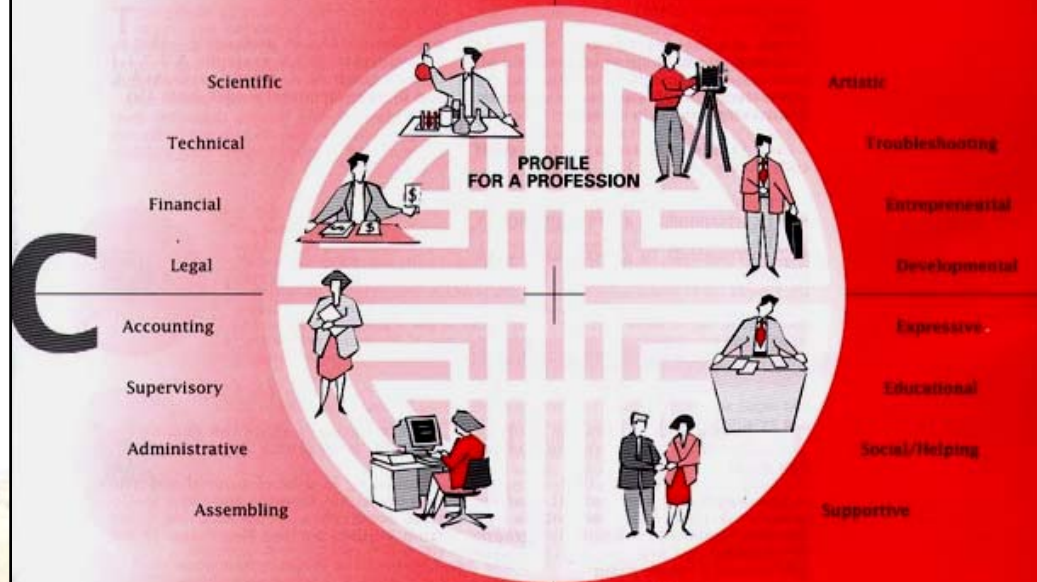
IMPORTANT

Competencies and preferences are two different things. The HBCI profile measures your preferences. Knowledge of your preferred processing modes illuminates what degree of satisfaction or comfort you have in your career when you encounter:

- a learning situation
- difficult interpersonal communication situations.

Superimpose your profile on this page and compare its orientation with different groups of professions. Consider your interests and successes in your professional and personal life. Where would you place your coworkers and family? How are their preferences similar or different from yours?

Our statistics have shown a strong correlation between job satisfaction and how well a job matches one's profile. We have a tendency to orient ourselves toward professions which attract us and bring us satisfaction.



Your profile is a representation of your mental preferences.

Our jobs and our education both have a great impact on our preferences. The HBCI addresses not only these aspects but also includes questions pertaining to leisure and words you use to describe yourself. Thus, the instrument is designed to consider many aspects of a person's life in composing a profile.

The degree of job satisfaction equals the correspondence between an individual's profile and the major components of his/her occupation.



EXPLORING THE IMPLICATIONS

Ideas & exercises

THE UNION OF OUR DIFFERENT MENTAL PROCESSES

Once you understand your profile, remember that you use each of the four quadrants at different times and in different ways.

The preferred modes seem natural and accessible to you, but they never function independently of the others. Secondary modes are 'operational' for you but tertiary modes require a great effort. Still, all thinking modes function as a unit of complex mental processes.

FACT

FUTURE



FORM

FEELINGS



Each situation we face in our daily lives calls for a different mental process. We need to have a continuum of processes at our disposal to address each situation as it arises. Our profile is, naturally, circumstance dependent. Think of your profile adapting, like an elastic band, that expands according to what the situation requires.





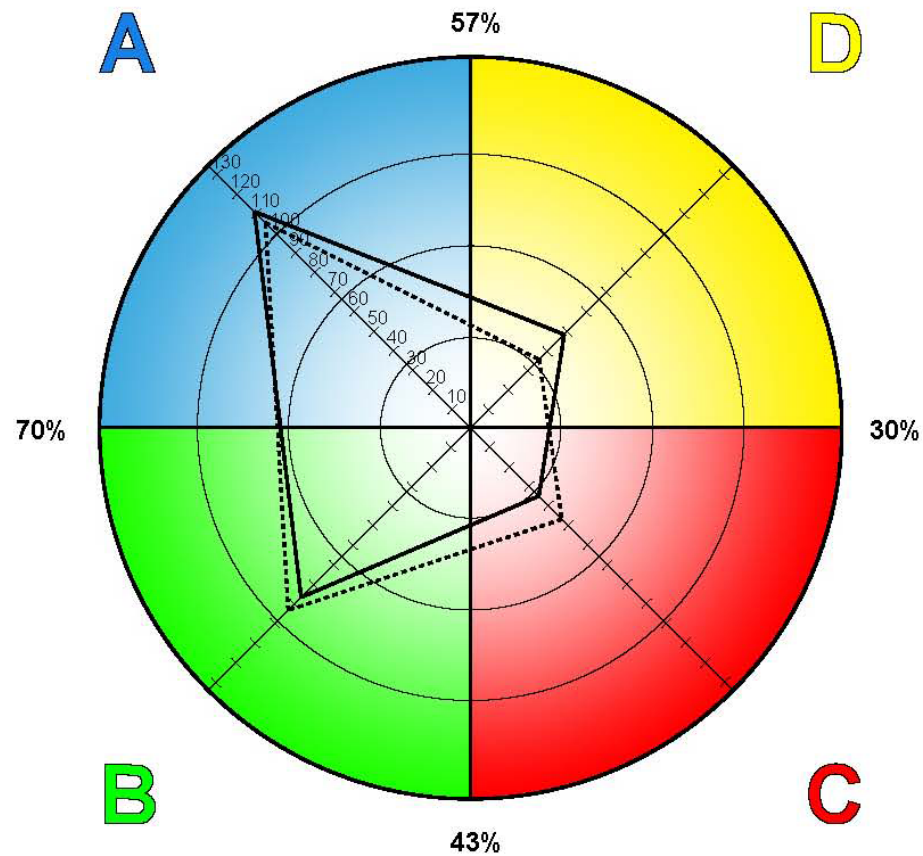
Quadrant: A B C D

Preference Code:

1	1	2	2
9	8	4	3
111	87	35	48

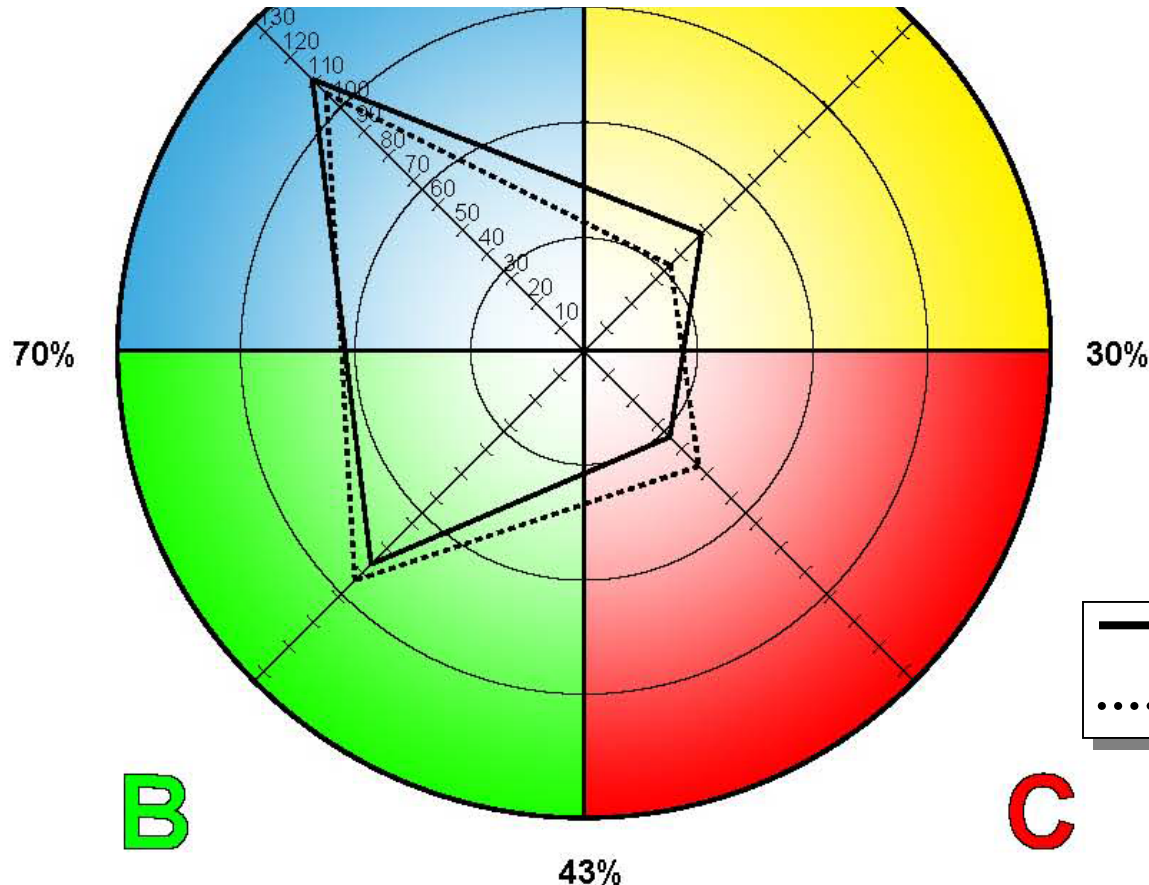
Adjective Pairs:

Profile Score:



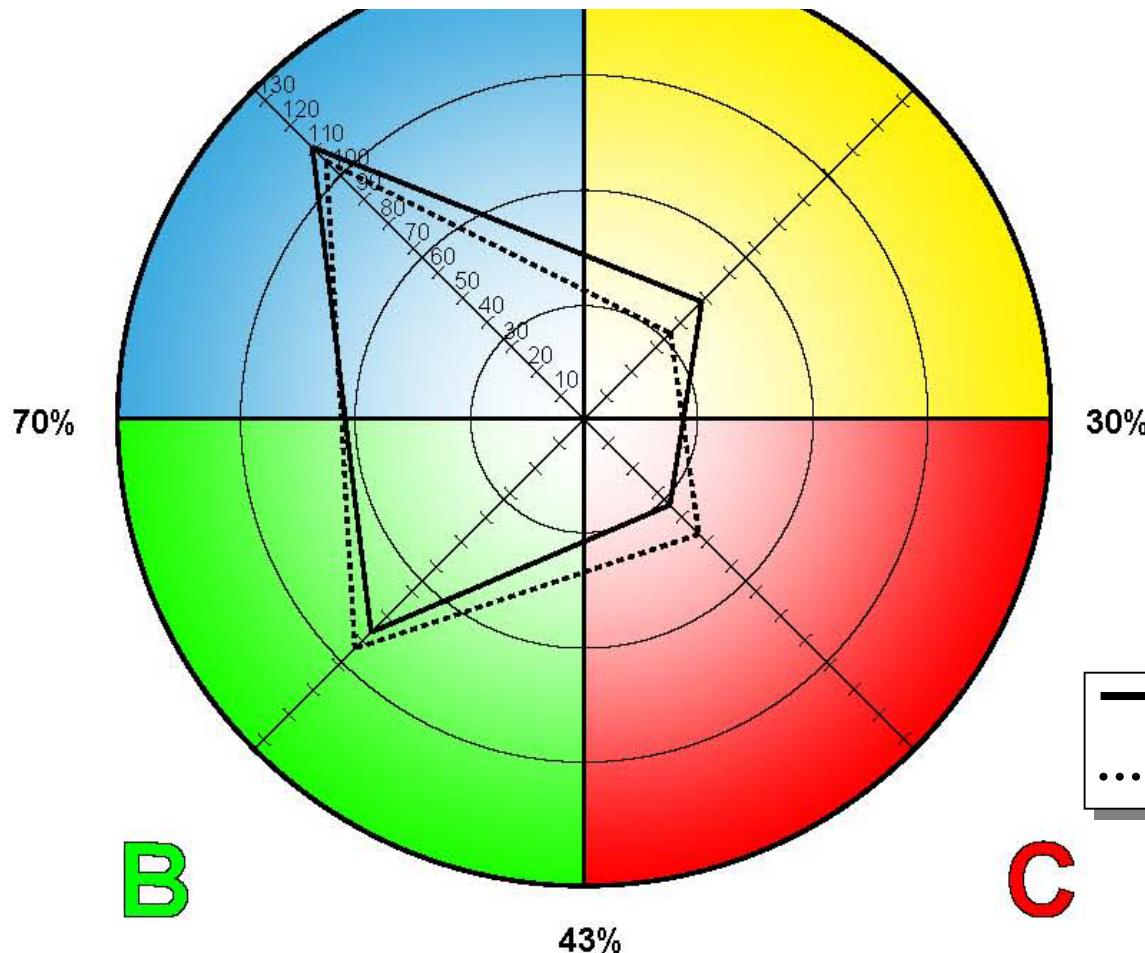
Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

A 1=Primary preference **STRONG** **D**
 2=Secondary preference **MEDIUM**
 3=Tertiary preference **LOW**



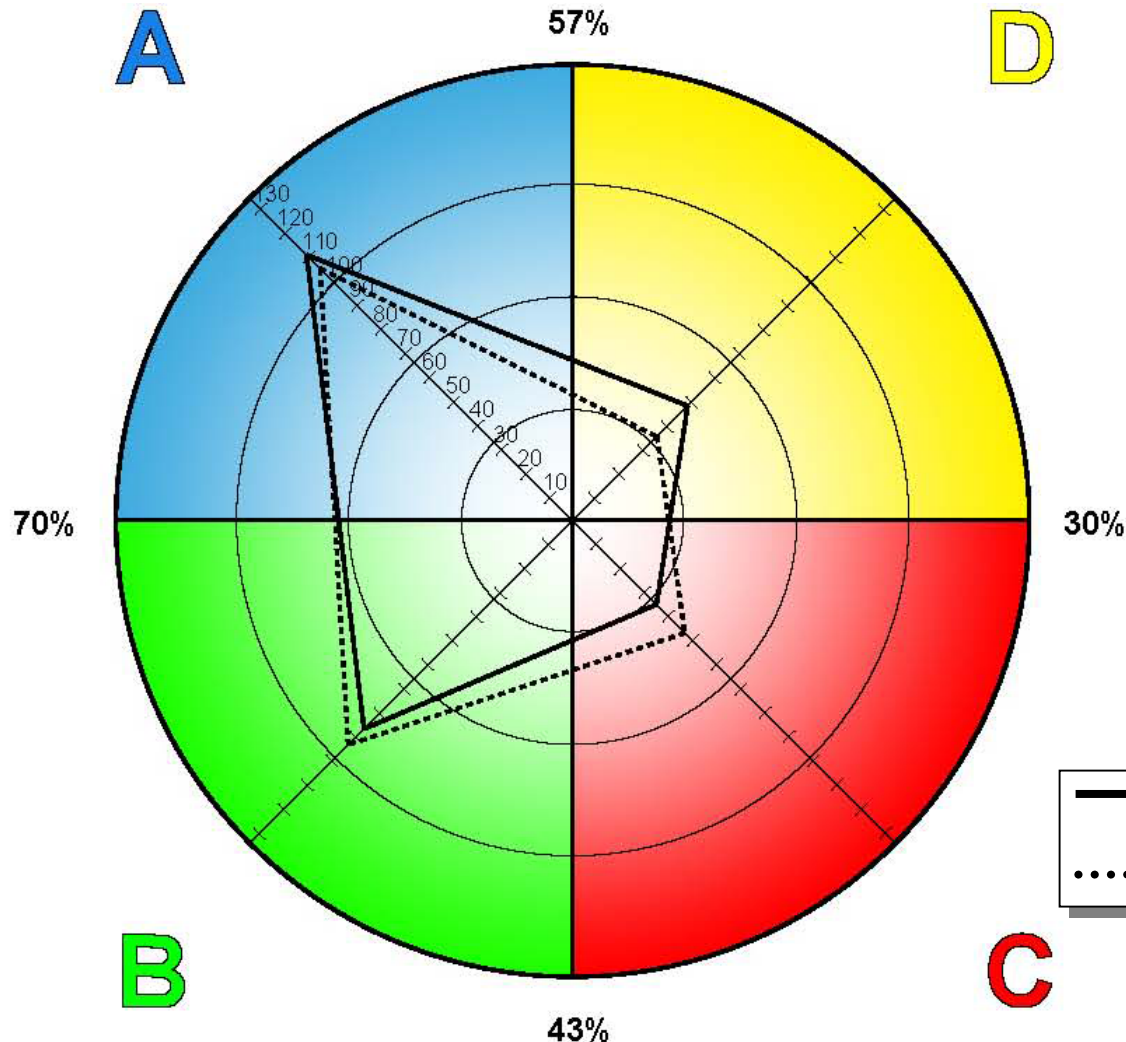
Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

**24 Points distributed across the quadrants.
Look for your highest points-that is your “back-up” style or style under stress.**



Quadrant:	A	B	C	D
Preference Code:	1	1	2	2
Adjective Pairs:	9	8	4	3
Profile Score:	111	87	35	48

**Profile Score=Total for each quadrant
forming the basis for your profile.**



UPPER CEREBRAL MODE



A

D

57%

LEFT MODE

70%

30%

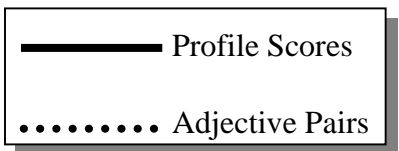
RIGHT MODE

B

C

49%

LOWER LIMBIC MODE



2008 Forum

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES	111	87	35	48
PREFERENCE CODE	1	1	2	2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3

KEY DESCRIPTORS

X = selected

* = most descriptive

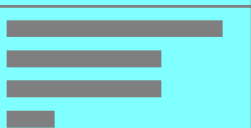
WORK ELEMENTS

(5 =most, 1=least)

Adolescent Education
Education Focus
Occupation
Hobbies

Factual
X
Quantitative
Critical
Rational
X

Analytical 4
Technical 5
Problem Solving 5
Financial 2



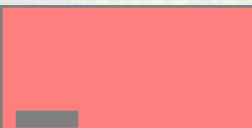
Conservative X
Controlled X
Sequential X
Detailed X
Dominant
Speaker
Reader

Organization 4
Planning 2
Administrative 1
Implementation 5



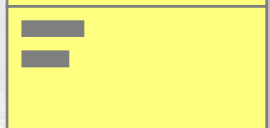
Emotional
Musical
Spiritual
Symbolic
Intuitive
Talker
Reader

Teaching 5
Writing 4
Expressing 3
Interpersonal 3

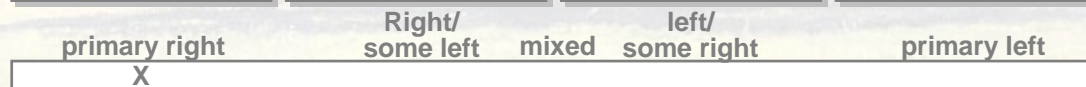


Imaginative
Artistic
Intuitive
Holistic
Synthesizer
Simultaneous X
Spatial

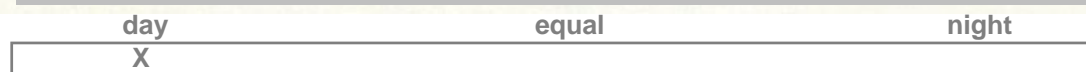
Integration 2
Conceptualizing 4
Creative 3
Innovating 3



HAND DOMINANCE



ENERGY LEVEL



MOTION SICKNESS



INTROVERT/EXTROVER







	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES PREFERENCE CODE	111 1	87 1	35 2	48 2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3
KEY DESCRIPTORS X = selected * = most descriptive	Factual X Quantitative Critical Rational	Conservative X Controlled X Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
WORK ELEMENTS (5 =most, 1=least)	Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3
Adolescent Education Education Focus Occupation Hobbies	<div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div>	<div><div></div></div> <div><div></div></div> <div><div></div></div> <div><div></div></div>
HAND DOMINANCE	<div> <div>primary right</div> <div>Right/ some left</div> <div>mixed</div> <div>left/ some right</div> <div>primary left</div> </div> <div>X</div>			
ENERGY LEVEL	<div> <div>day</div> <div>equal</div> <div>night</div> </div> <div>X</div>			
MOTION SICKNESS	<div> <div>none</div> <div>some</div> <div>frequent</div> </div> <div>X</div>			
INTROVERT/EXTROVER	<div> <div>introverted</div> <div>extroverted</div> </div> <div>X</div>			

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES PREFERENCE CODE	111 1	87 1	35 2	48 2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3
KEY DESCRIPTORS X = selected * = most descriptive	Factual X Quantitative Critical Rational X	Conservative X Controlled X Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
WORK ELEMENTS (5 =most, 1=least)	Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3
Adolescent Education Education Focus Occupation Hobbies				
HAND DOMINANCE	<div>primary right</div> <div>Right/ some left</div> <div>mixed</div> <div>left/ some right</div> <div>primary left</div>			
ENERGY LEVEL	<div>day</div> <div>equal</div> <div>night</div>			
MOTION SICKNESS	<div>none</div> <div>some</div> <div>frequent</div>			
INTROVERT/EXTROVER	<div>introverted</div> <div>extroverted</div>			

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
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Adolescent Education				
Education Focus				
Occupation				
Hobbies				
HAND DOMINANCE	primary right right/ some left mixed left/ some right primary left X			
ENERGY LEVEL	day equal night X			
MOTION SICKNESS	none some frequent X			
INTROVERT/EXTROVER	introverted extroverted X			



	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES PREFERENCE CODE	111 1	87 1	35 2	48 2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3
KEY DESCRIPTORS X = selected * = most descriptive	Factual X Quantitative Critical Rational X	Conservative X Controlled X Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
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Adolescent Education Education Focus Occupation Hobbies				

HAND DOMINANCE	primary right	Right/ some left	mixed	left/ some right	primary left
	X				
ENERGY LEVEL	day	equal			night
	X				
MOTION SICKNESS	none	some			frequent
				X	
INTROVERT/EXTROVER	introverted				extroverted
		X			

	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES	111	87	35	48
PREFERENCE CODE	1	1	2	2
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Adolescent Education				
Education Focus				
Occupation				
Hobbies				
HAND DOMINANCE	primary right X	Right/ some left	mixed	left/ some right
ENERGY LEVEL	day X	equal		night
MOTION SICKNESS	none some frequent X			
INTROVERT/EXTROVER	introverted extroverted X			



	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES PREFERENCE CODE	111 1	87 1	35 2	48 2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3
KEY DESCRIPTORS X = selected * = most descriptive	Factual X Quantitative Critical Rational X	Conservative X Controlled X Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
WORK ELEMENTS (5 =most, 1=least)	Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3
Adolescent Education Education Focus Occupation Hobbies				
HAND DOMINANCE	<div>primary right</div> <div>Right/ some left</div> <div>mixed</div> <div>left/ some right</div> <div>primary left</div> <div>X</div>			
ENERGY LEVEL	<div>day</div> <div>equal</div> <div>night</div> <div>X</div>			
MOTION SICKNESS	<div>none</div> <div>some</div> <div>frequent</div> <div>X</div>			
INTROVERT/EXTROVER	<div>introverted</div> <div>extroverted</div> <div>X</div>			

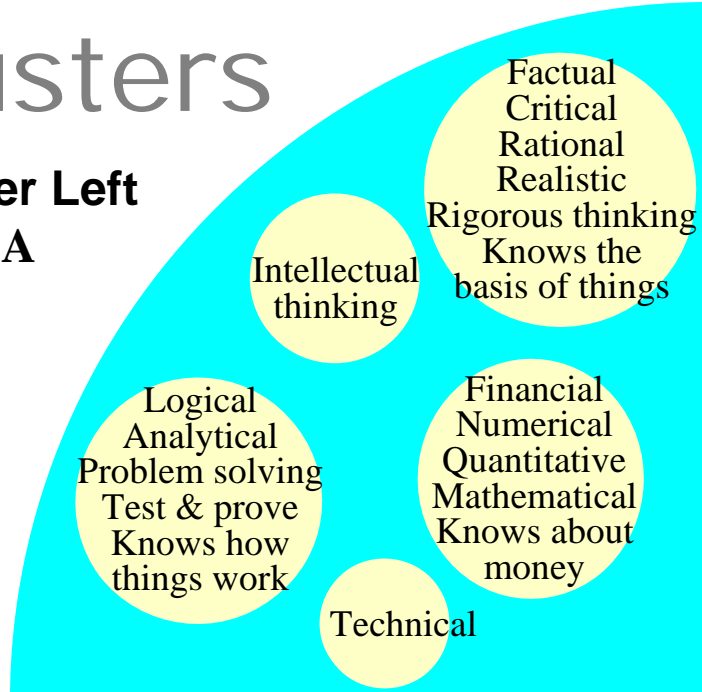
	COLUMN A UPPER LEFT	COLUMN B LOWER LEFT	COLUMN C LOWER RIGHT	COLUMN D UPPER RIGHT
PROFILE SCORES	111	87	35	48
PREFERENCE CODE	1	1	2	2
ADJECTIVE PAIRS (distribution of 24 points)	9	8	4	3
KEY DESCRIPTORS X = selected * = most descriptive	Factual X Quantitative Critical Rational X Mathematical Logical * Analytical X	Conservative X Controlled Sequential X Detailed X Dominant Speaker Reader	Emotional Musical Spiritual Symbolic Intuitive Talker Reader	Imaginative Artistic Intuitive Holistic Synthesizer Simultaneous X Spatial
WORK ELEMENTS (5 =most, 1=least)	Analytical 4 Technical 5 Problem Solving 5 Financial 2	Organization 4 Planning 2 Administrative 1 Implementation 5	Teaching 5 Writing 4 Expressing 3 Interpersonal 3	Integration 2 Conceptualizing 4 Creative 3 Innovating 3
Adolescent Education	██████████			██████
Education Focus	██████████	██████		████
Occupation	██████████	██████████		
Hobbies	████	████	████	
HAND DOMINANCE	primary right Right/ some left mixed left/ some right primary left			
	X			
ENERGY LEVEL	day equal night			
	X			
MOTION SICKNESS	none some frequent			
	X			
INTROVERT/EXTROVER	introverted extroverted			
			X	



Clusters

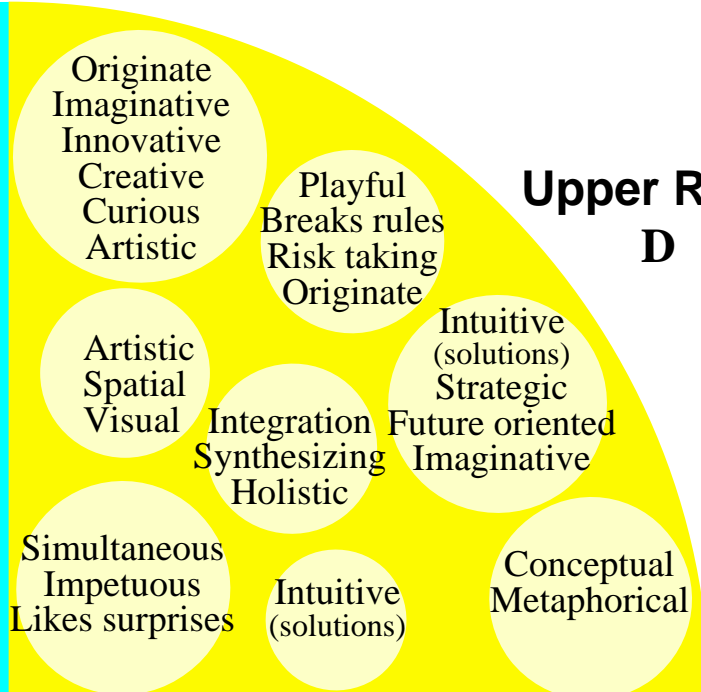
Upper Left

A



Upper Right

D



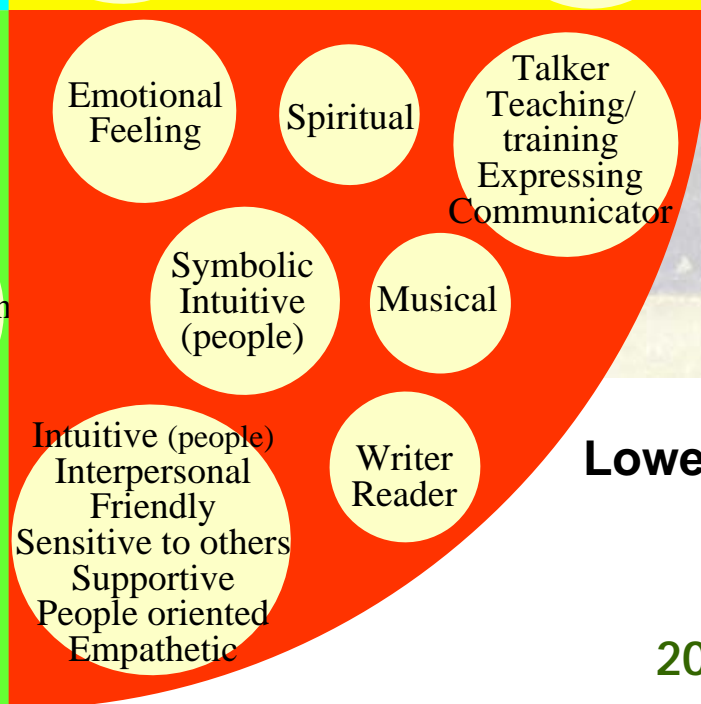
Lower Left

B



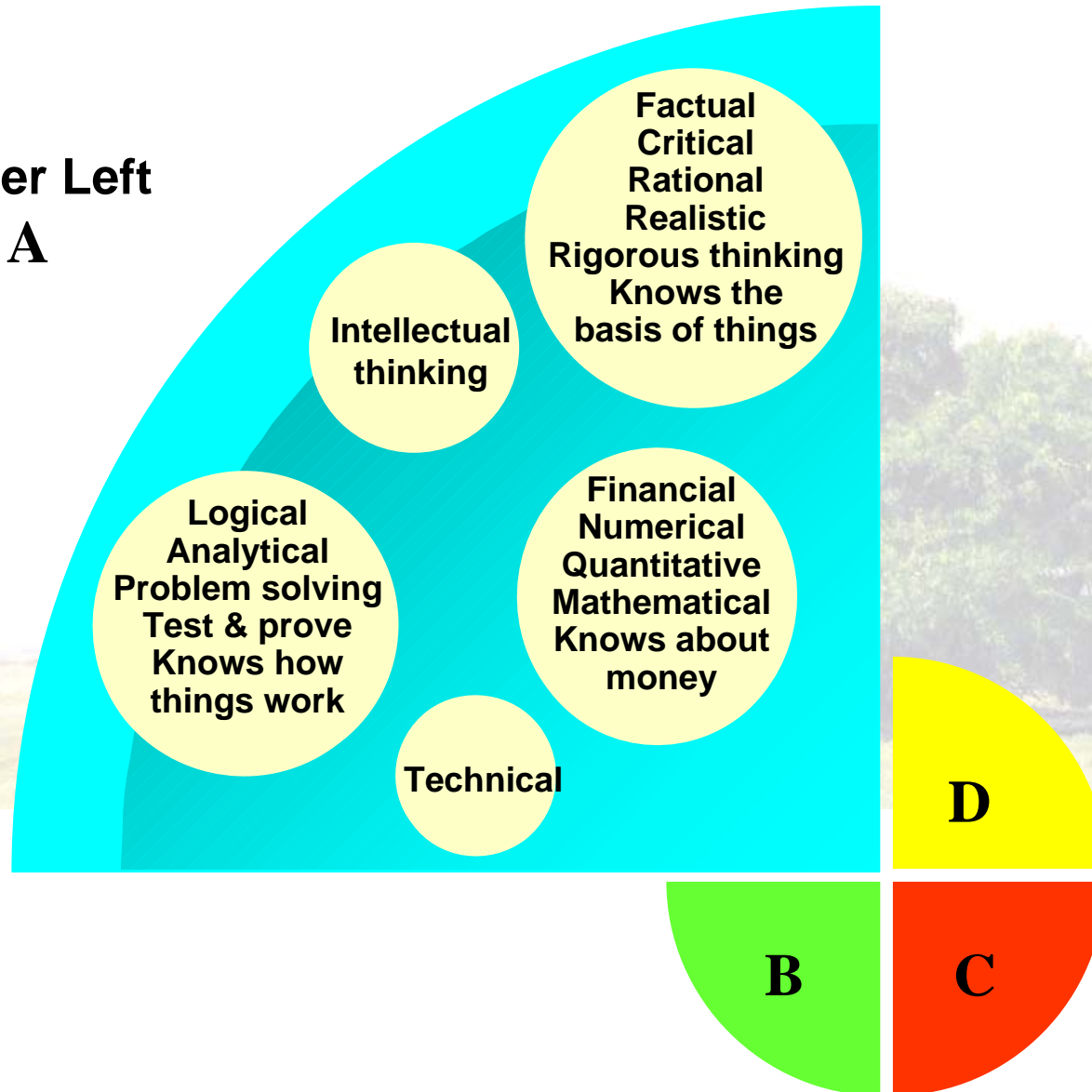
Lower Right

C

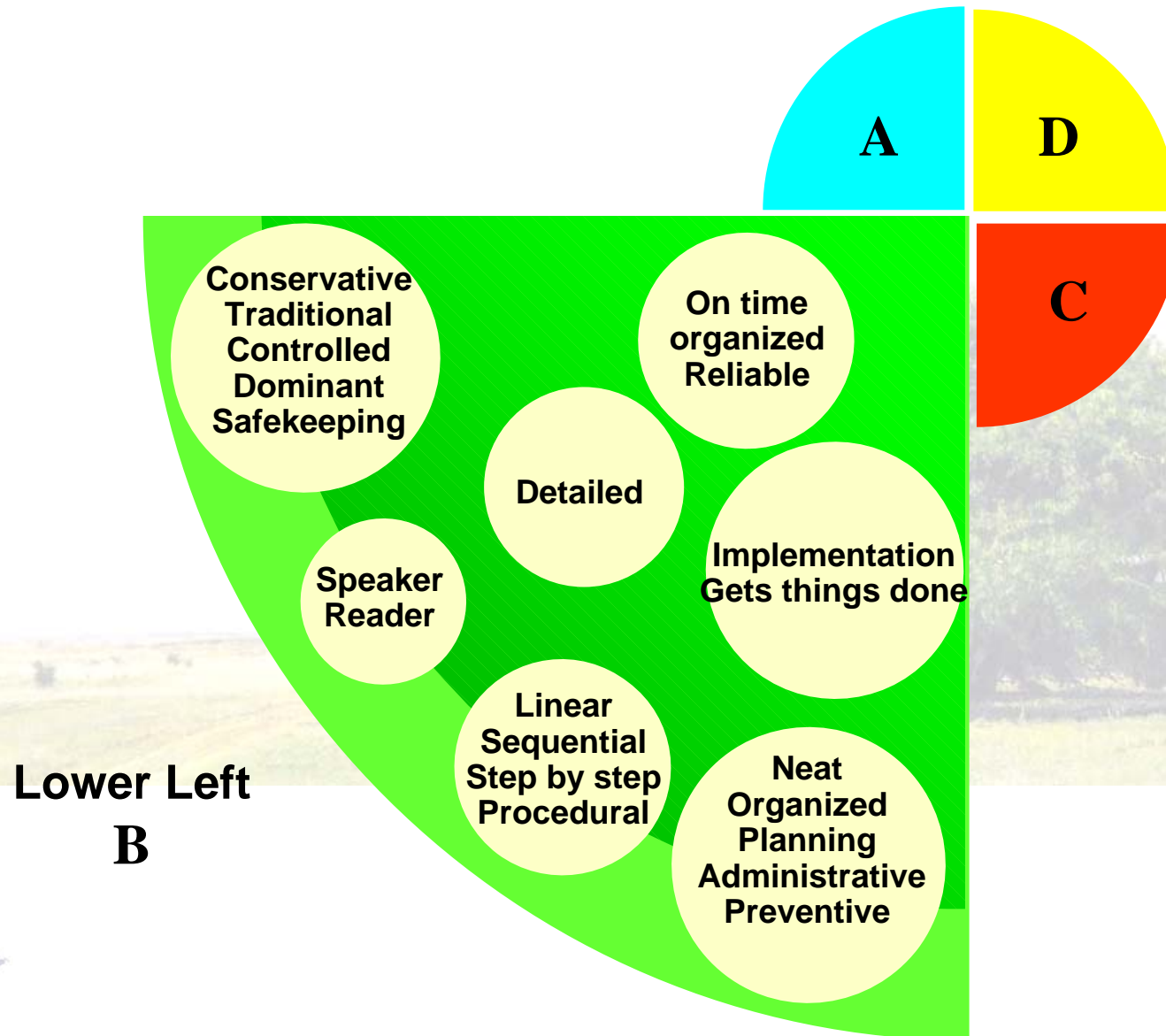


A-Quadrant Clusters

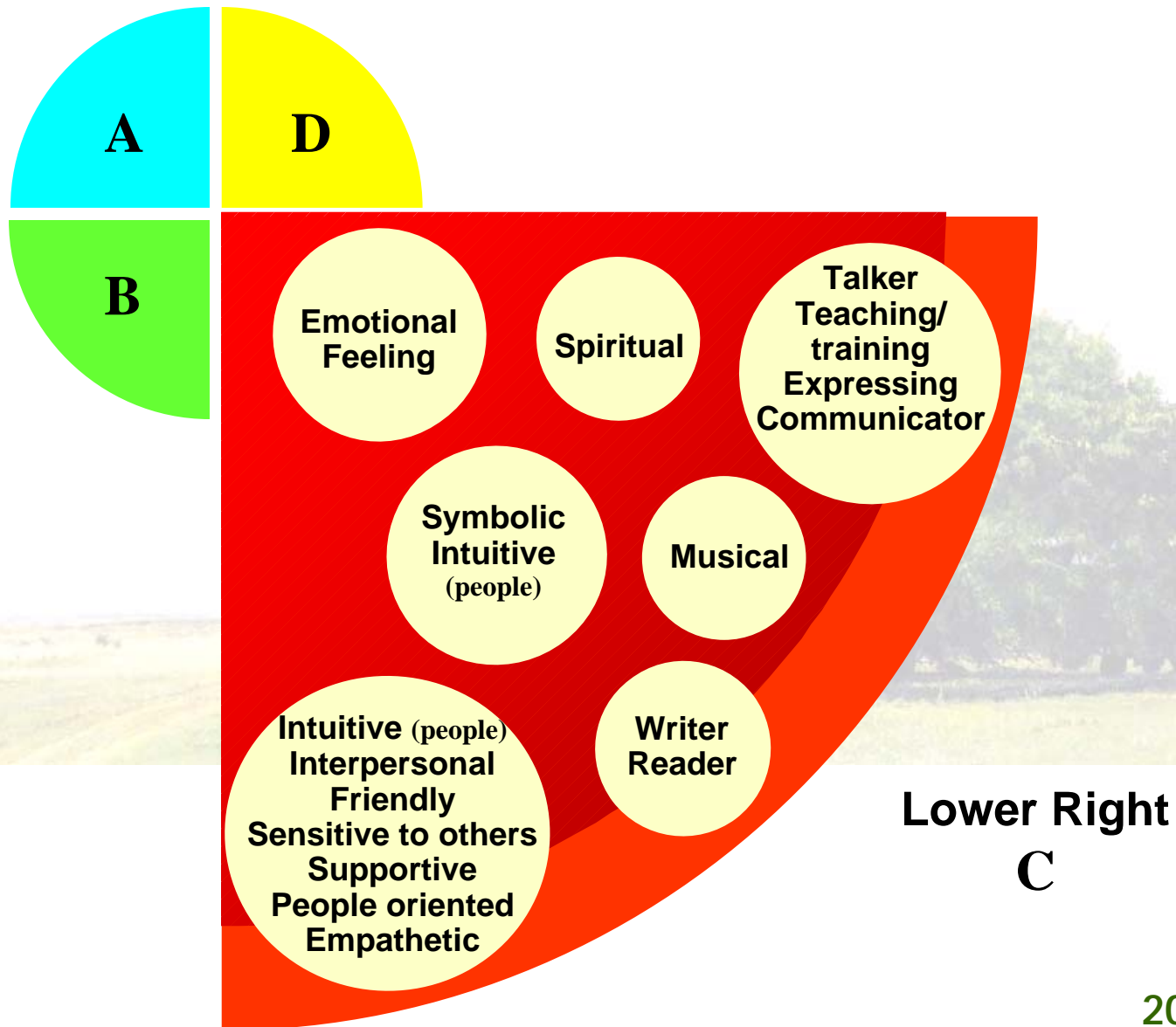
Upper Left
A



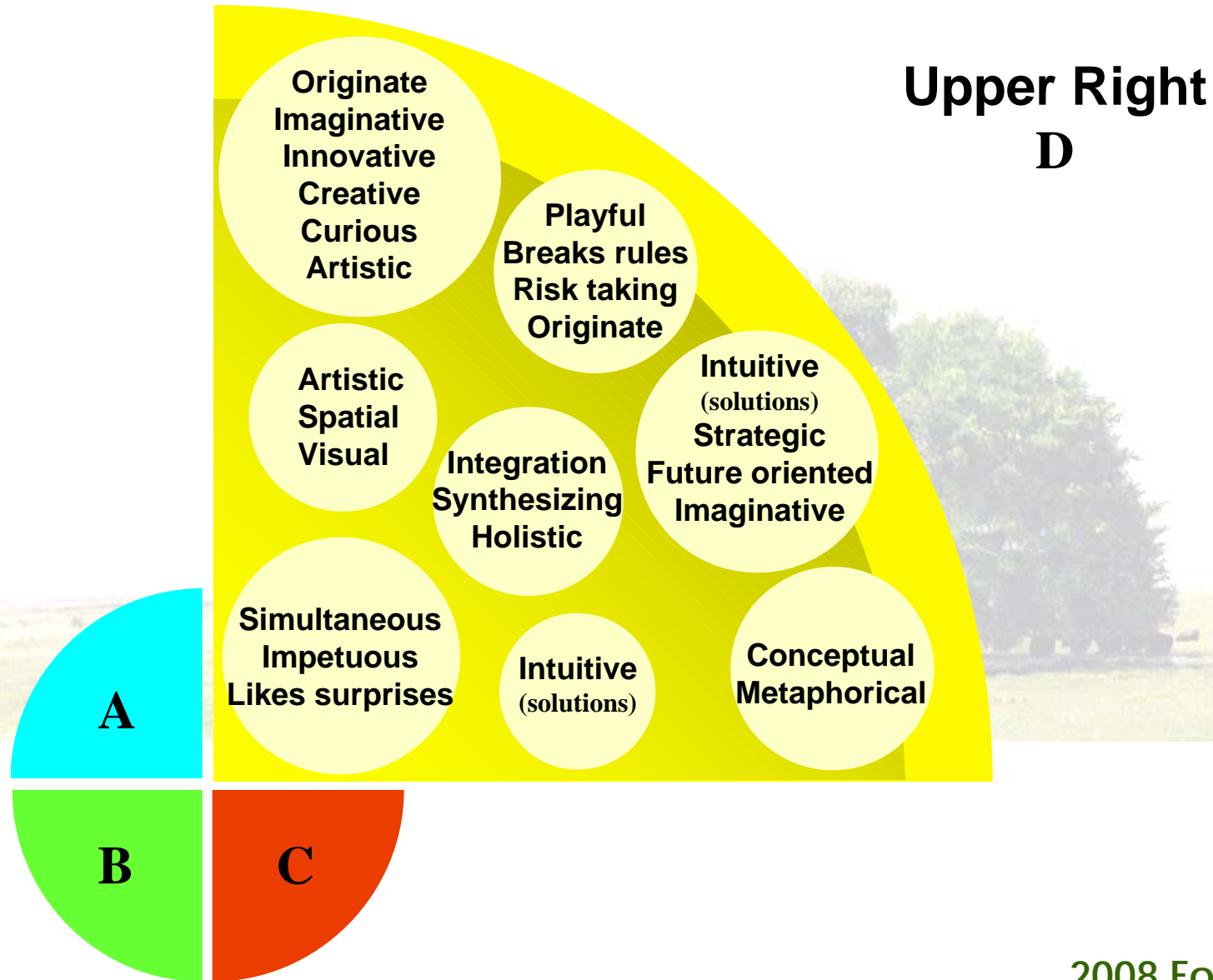
B-Quadrant Clusters



C-Quadrant Clusters

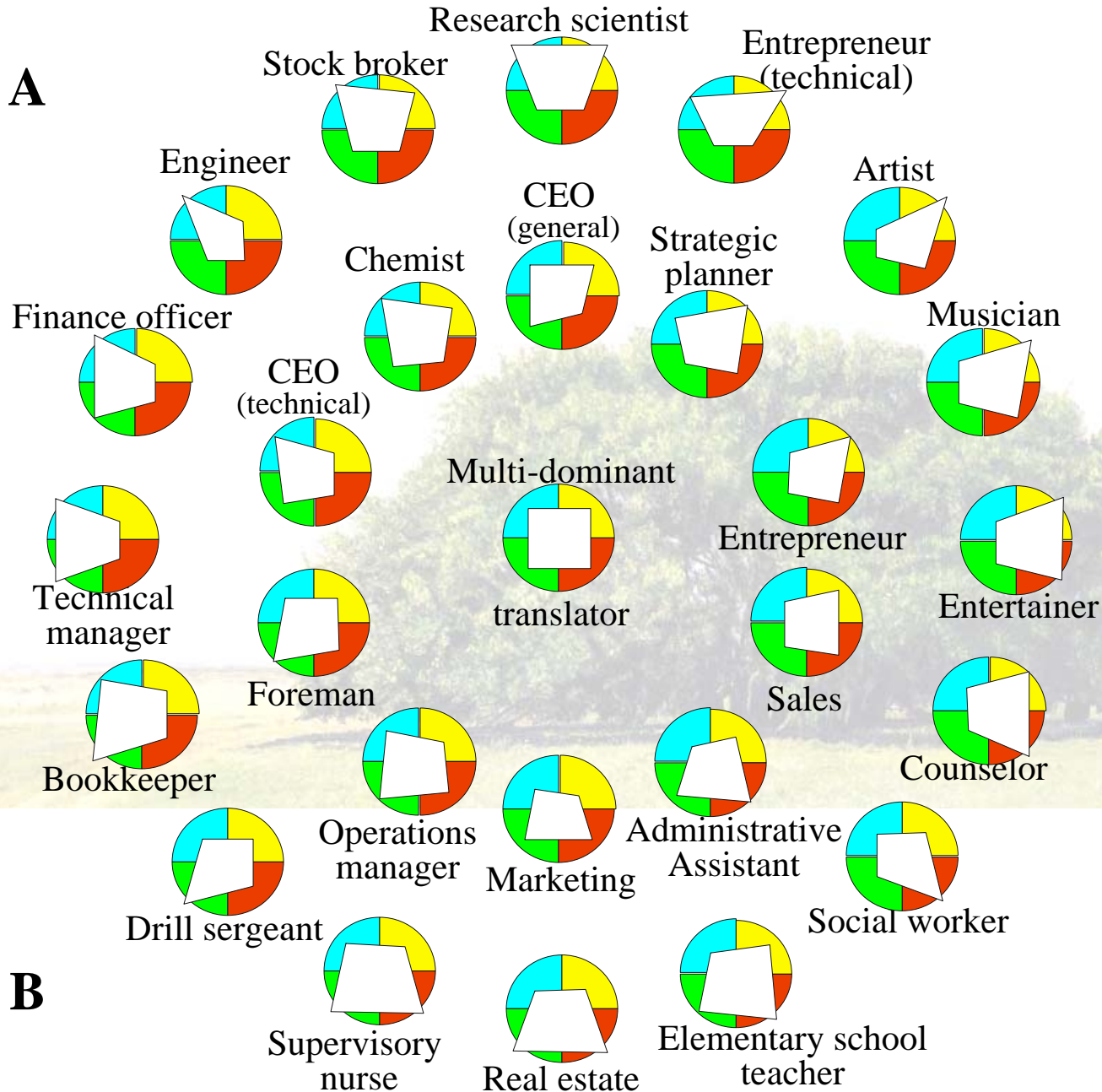


D-Quadrant Clusters



Proforma Profiles of Mentality

A



D

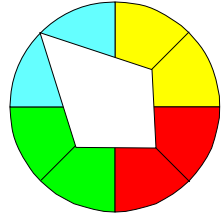
B

C

Proforma Profiles of Occupation

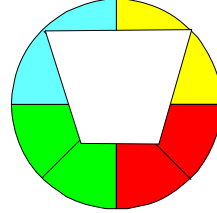
A

TECHNICAL



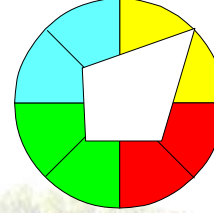
FINANCIAL

SCIENTIFIC



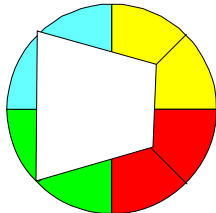
"TROUBLESHOOTERS"

ARTISTIC



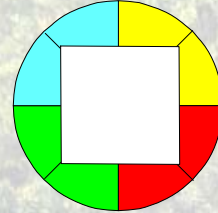
ENTREPRENEURIAL

LEGAL



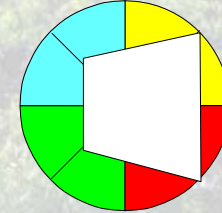
MANAGERIAL

"MULTIDOMINANT"



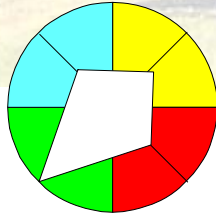
MULTI TASKING

DEVELOPMENTAL



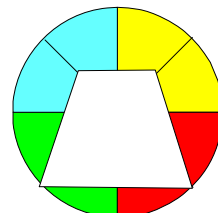
EXPRESSIVE

ADMINISTRATOR



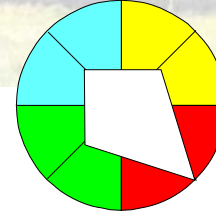
SUPERVISORY

CUSTOMER SERVICE



SUPPORTIVE

FACILITATIVE



SOCIAL

D

B

C

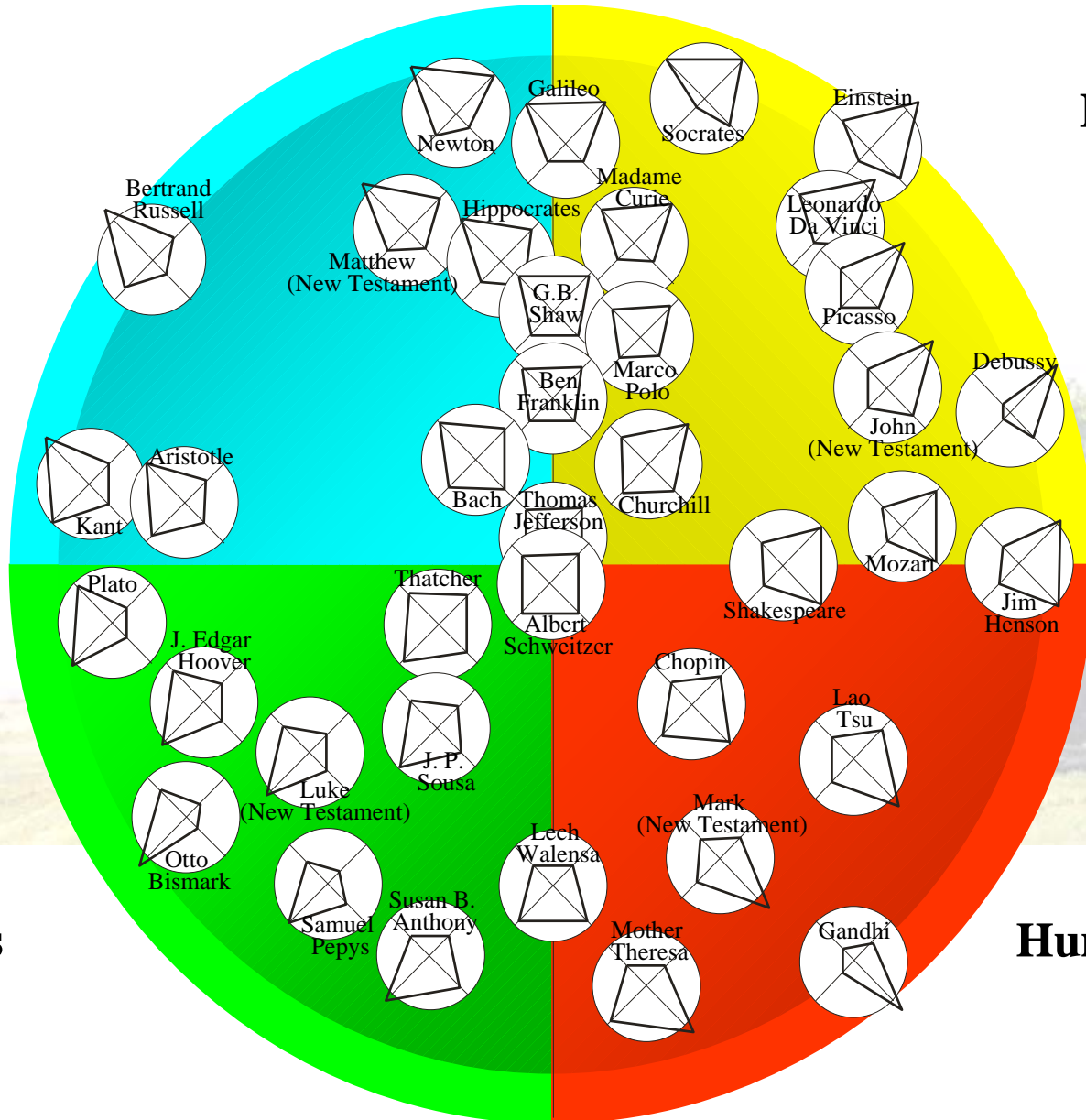
Great Brains in History

Thinkers

A

Innovators

D



B
Organizers

C
Humanitarians

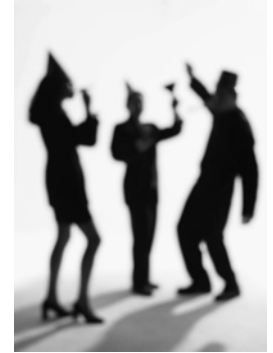
HBDI Birthday Party Exercise



Spend 15 min and design a Birthday Party for a In2InThinking member.

Use the HBDI Thinking modules identified for Heterogeneous Quadrant thinking (A, B, C & D-Quadrant)

Be prepared to out brief your “Key” ideas to the group.



End of Part # 1



Any Questions???

Break