



Professional + JobMotivation Edition
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for the
Identity Compass User
XY000P_YYYYYY000

Please understand that for
data protection reasons
we are using just your code

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Identity Compass® Profile

Professional Edition for job contexts

The Identity Compass® has surveyed your thinking structures and preferences. As already stated in the interview, there are no good or bad thinking preferences. Each thinking preference has its own advantages or disadvantages according to the context or task. The Identity Compass® has evaluated your preferences. Now you have the option to think them over, which of the other thinking preferences you could use in certain situations.

A compass basically has two tasks:

1. Finding position.

It is an important instrument in navigation to find out the actual position. According to our position the needle of the compass will point to a certain direction. The thinking structures, evaluated by the Identity Compass® can differ in different contexts. The frame evaluated here is the professional context. In this sense the Identity Compass® is a kind of inventory and shows how a human prefers to think and act to solve problems or to achieve goals.

2. Setting course.

A compass also has the ability to indicate the direction that you are going in now. In this sense the Identity Compass® shows how you can develop your thinking preferences and where your largest growth and your highest potential is.

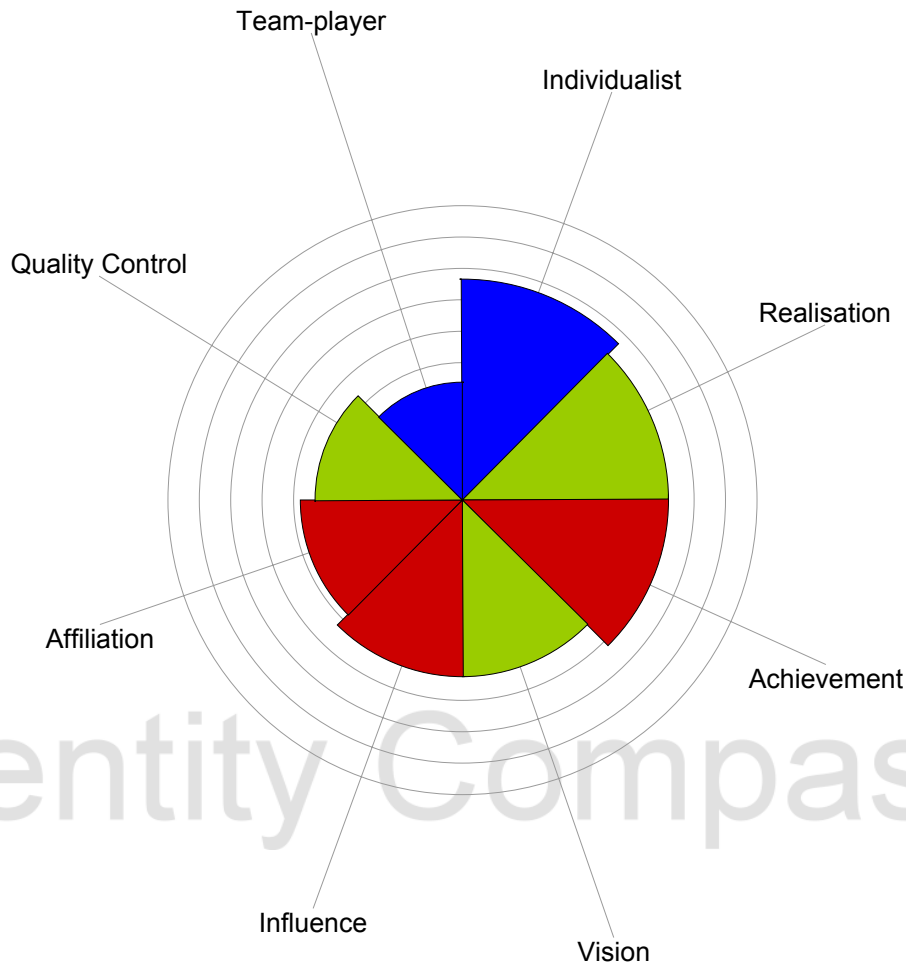
The kind of thinking preferences which are evaluated here show in a very fundamental way how we think and drive our behaviour. Thus they are relatively stable. In the course of time, however, they can change due to experiences the person may go through in various contexts. Once more we would like to point out that these preferences are absolutely free from judgment and we are not evaluating the human being. The preferences just show the way a person organises his or her thinking. And for us this is the most valuable difference from other profiling systems, which in most cases lead to "thinking in boxes" or "typing". We are absolutely sure that the Identity Compass® respects and reflects the individuality of each human being.

Based on this profile, we can determine which kind of tasks you are best suited for. The indicated values in the profile refer to the use of the respective thinking preference in the situations mentioned in the interview.

In team profiles, a qualified consultant can find out any problems there may be in the area of communication between the members of the team. The consultant can also easily demonstrate to the members of the team how their communication can be improved.

The following conclusions are relevant to you considering you gave your answers honestly and spontaneously.

PreScan



Individualist

Self-dependent
Works faster alone
Likes to be in control

Achievement

Likes good performance
Wants to convince by performance
Likes competition

Influence

Wants to determine
Wants to control
Wants to lead

Quality Control

Critical
Analytical
Likes to ask: **Why?**

Realisation

Doer
Considers **how** things can be done
Realises plans

Vision

Long-term thinking
Innovative
Considers **what** can be done

Affiliation

Wants to be liked
Values good relationships
Is looking for harmony

Team-player

Cooperative
Works faster in a team
Considerate

PERCEPTION

Sensory Channel

Thinking is the inner use of our senses. Our thoughts are a composite of our impressions and our imaginations. People think in terms of pictures, sounds, words and feelings. Smelling and tasting are closely connected to feelings. We receive each bit of information about our environment through the channels of our senses. As we grow up we learn to recognise the information from one specific channel stronger than those of other channels. There are various reasons for this, e.g., the influence of our families or in general the process of our socialisation. That is why everybody has a preferred channel, which he/she uses when thinking and speaking. In this section we show your preference in selecting and using your sense-channels when you notice the world around you and when you think. When you know your individual preference you can adjust to your own thinking style; e.g., the way you learn, get information or communicate. You begin to understand other, different preferences and thus you learn to communicate accordingly. Seeing, hearing, and feeling are a kind of rough/main structure of thinking; all other areas evaluated by the Identity Compass® show the detailed structure.

Relevant topics: Learning, Teaching, Communication

Seeing

For people with this thinking preference it is important to see people or their environment. Typical statements are "That looks familiar to me." "This is clear." "I see what you mean." For them it is helpful to draw inner pictures, sketches, or graphics. They prefer to start with the general overview; they translate received information into inner pictures or movies and ask their communication partners to supply pictures, graphics, documents, etc. All important information should be shown to them.

Hearing

For people with this thinking preference it is important to hear about people, things, and events. Expressions like "That sounds familiar." "Sounds good." are typical. For them it is helpful to use the auditory channel in talking and discussing things. When pictures, etc. are shown to them, they like to comment or translate their thoughts into their inner voice. When they want to concentrate on important matters, they like to create sufficient silence in order to avoid distraction by environmental noise.

Feeling

For people with this thinking preference it is important to get in touch with people and the environment. They literally want to touch things. Expressions like "It is difficult to get the sense of it.", "Just do it!" and "That feels right." are typical. Another way of feeling is the intuition. Many people use these "meta-feelings" to check whether something is okay or not. One can see that from expressions like "That feels good" or "Somehow I have a strange feeling." They prefer to use this channel more by trying things, playing with their thoughts and noticing their feelings. They ask for concrete examples, think things through and put themselves into the shoes of others. They like to stay in action, to learn or to read in different positions, standing or walking etc. to draw or to make notes, to learn things in a "playful" way.

Based on the answers you have given it shows that you are using:



Primary Interest

Similar to the sensory channels we have personal preferences where we focus our attention. This is very important in team compositions for example. When a person gets a new job he/she can put his/her prime interest on people, locations, activities, information or things.

Relevant topics: Teams, Communication, Small Talk

People

Someone with this preference wants to mainly see, meet and interact with people. Generally, these people can keep names and faces in their memory. They are people oriented.

Places

For people with this thinking preference the main attention is directed towards the location. They familiarise themselves easily with their new environment. They have a good sense of structure and orientation.

Activities

People with this preference are mainly interested in the things they do. They like to be active physically e.g., sports, but also at their work. They are interested in the "how" and "what" in activities they are doing. It is important for them to know what they can undertake.

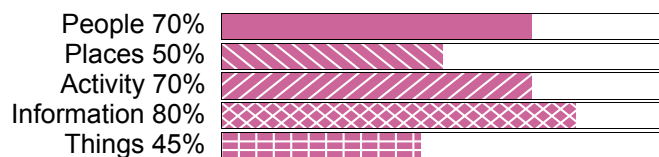
Information / Knowledge

People with this preference are mostly interested in what they can learn from the people, places and activities around them. They are interested in the culture of a company, its history and the relevant facts and figures there.

Things

People with this preference are mainly interested in the objects they can see and work with in their new environment and they like to work with things they are really interested in. They are primarily interested in concrete subjects.

Based on the answers you have given it shows that you are using:



Perspective

This thinking structure shows the perspective which people primarily use when acting. It tells a lot about stress management, customer and service orientation, and about conflict resolution. This ability increases with the ability to change perspectives.

Relevant topics: Teams, Communication, Leadership, Stress Management

Own (emotional)

People with this preference are strongly committed to what is important to them. They are looking at the world from their own perspective: their own values, emotions and beliefs. This perspective is important for prevailing.

Partner (empathic)

People with this preference can place themselves in the situation of another person. They are more likely to understand others well. If someone gets stuck in this perspective, the danger of "Burn-Out" arises. This thinking preference is important for customer relationship and for service providers.

Observer (rational)

People with this preference can easily place themselves in the position of an observer. They are able to dissociate emotionally and thus keep a cool mind. This thinking preference is important for analytically oriented positions.

Based on the answers you have given it shows that you are using:



MOTIVATION FACTORS

Values

Emotions are messages from our unconscious; they are closely connected to our values. Values are sort of a "compass" which gives direction to our thoughts and actions. They have the function of an attention filter and "selection machine". Values help us to evaluate things. They are decision criteria for right or wrong, quality or non-quality. We focus on things which are important to us to achieve: Target values. Or we concentrate on that which threatens our sustaining values. The following criteria are very important for your job:

Relevant topics: Motivation, Emotional Satisfaction, Job Satisfaction.

Target Values

1. Competence
2. Responsibility
3. Conflict Management
4. Growth Potential
5. Growth

Sustaining Values

1. Competence
2. Cooperation
3. Reliability
4. Conflict Management
5. Consideration of Consequences

The experiences related to these target values represent what you are looking for in your job. The sustaining values represent values that are important but which you expect to be there automatically. If any of these values are missing it would be demotivating for you. Values create the basic motivation to do or not to do things.

For people it is important to make sure that their sustaining values are safely protected. And also to make sure that their target values are respected and furthered and by themselves. If not, they will be dissatisfied. Satisfaction/happiness in life and your job means to be connected and in harmony with your individual values.

Motives

The basic cause for any kind of action can be related to three motives: influence, affiliation, and achievement. These motives are closely related to the values of a person. When you know how to motivate yourself you tend to believe and be able to easily motivate other people as well. This is only true with people with the same structure of motives. Knowledge of these thinking patterns increases human knowledge and the ability to motivate yourself and others. The following thinking pattern shows how you can motivate yourself to do certain things e.g., work longer.

Relevant topics: Motivation, Leadership, Team

Influence

Someone who gets motivated by influence wants to have power over his/her environment. He likes to control the progress and outcome of any situation. He can best be motivated when he understands that he can influence his working environment by for example, working additional hours. In situations in which he wants to have more motivation he probably likes to think about how his actions can create more influence on himself, others or the situation.

Affiliation

To people with this preference their relations to other people and their approval and acceptance is most important. They want to be appreciated. Their motivation in this example would be to realise how much appreciation they could get from their superiors, colleagues, etc. Thus they think about how your activities could create more affiliation, friendship, love, etc.

Achievement

People with this preference get their motivation to work harder or longer from the fact that they can demonstrate their performance excellence. They could also pursue other objectives like getting additional time for further projects, which again would demonstrate their performance level. They want to achieve things, reach a target, or solve a problem. To increase their level of motivation they often like to think of how their actions could lead to better achievement, more profit, better performance.

Based on the answers you have given it shows that you are using:



Direction

This pattern has two subdivisions and is complex. Here it will be shown that people have preference to either focus their attention on potential problems or on goals they want to achieve. Basically we just have two sides of one coin: a person can either move towards one goal or away from a problem. Sometimes the desire to get to a certain point is caused by an even stronger desire to change the current situation.

Relevant topics: Motivation, Communication, Leadership

Away From

Problem oriented people move away from all sorts of problems. They follow an avoidance-strategy, they like to avoid problems or difficulties, their attention is directed towards things that shall not happen. They can use this preference, their caution, positively to deliver high quality, to proceed in a safe manner and thus become very reliable. They match very well with their "Towards" colleagues. They can best be motivated by being shown negative consequences. For them it is often helpful to find out what exactly they want to have instead of having the problem they are solving.

Towards

People in this preference move towards a certain goal. They quickly leave the past behind and quickly address their tasks and goals. In extreme situations it can mean they want to get to the goal and overlook the problems on the way. Their motivation is the attractiveness of their goals. For them it is often helpful to find out what kind of problems may arise by achieving their goal.

Based on the answers you have given it shows that you are using:



To avoid misunderstandings:

We know from behaviourism that we get accustomed or used to permanent stimulants. People who live close to trains do not notice their noise after a certain time. It would be deleterious to try to motivate someone by permanently showing him negative consequences. This could result in a reduction of that person's sensitivity or he could find the situation unbearable and consequently avoid any dealings with it.

The same is true with the other preference. It does not make much sense to try to motivate these people by always promising the same or similar rewards (salary increase, incentives). They get used to this and demand more automatically.

Each extrinsic motivation turns into demotivation if it cannot be transformed into an intrinsic one by the individual. It is not sufficient to know whether someone is to be motivated by either "stick" or "carrot"; it is important to offer the right kind of each, and in various forms.

Reference

This thinking structure has to do with the way people judge the results of their activities. Some have an inner benchmark about what they have done right or wrong. Others need some feedback from outside sources. These different ways of thinking may lead to misunderstandings, e.g. when a manager with an internal reference never praises the employee. ("He knows by himself that he is doing a good job!"). And this employee gets frustrated as he has an external reference and really desires feedback.

Relevant topics: Communication, Leadership, Teams, Decisions

Internal Reference

People with this preference know from within whether they did something well or not so good. They rely on their own inner frame of reference. They collect information and use their intuition to decide. Typical expressions are "I had that feeling" or "I simply knew it." They have autonomy in their decisions. They know by themselves what is right. It is difficult to persuade these people in case of a different opinion. They react less to praise or criticism. Both will rather be used to judge whether the other understands the subject or not. For them it is helpful to learn to listen to proposals and feedback from others.

External Reference

People with this preference are open minded in their decisions. They want to know what others think. "Someone has to tell me" or "I was appreciated". They have to get the information for evaluation from the outside. They want to know what others think of them. They react to positive comments or critique. Persons with strong external references need information from outside sources to know where they stand. Thus they are less autonomous. For them, it is helpful to learn not to get too influenced by others and to rely on people whom you know very well and whom you can trust.

Based on the answers you have given it shows that you are using:



Planning Style

The Planning Style tells why someone acts or does things in a specific way. It shows that some people prefer to think in options and possible choices, while others orientate themselves on existing ways to do a certain job. Both preferences are important and valuable in a team. But they also can become a source of conflict if team members do not see the other part as very beneficial for the team performance.

Relevant topics: Area of Job, Communication, Teams, Teaching, Leadership, Job-Description and design

Options

People with this preference are motivated to find new solutions and to experiment with alternatives whenever they get a chance to do so. They ask: "How else could it work?". If you give them a process that promises 100 percent success, they tend to polish it even further. To them decisions mean limitations. They do not like decisions and if they happen to be Re-Active at the same time, they avoid decisions. They avoid or ignore rules and look for alternatives to the routine path. People in this preference can be motivated by giving them options, opportunities, alternatives and chances. They can easily develop procedures, but have difficulty in following them.

Procedures

In this preference people are looking for the right way and for proven procedures. They ask: "What do I have to do?". Their frame of reference is to do what is necessary. They like to go the official way and follow firm working structures. They have no problem deciding, any decision is a relief to them. Once they have found a procedure that works, they will always return to it. They will be irritated or confused if someone asks them to break rules. "Why should I break rules which obviously worked?". Giving them proven procedures and processes can best motivate these people. If you do not provide them with procedures, they can become helpless. They have difficulty in developing procedures. They like to be given procedures and like to follow them.

Based on the answers you have given it shows that you are using:



MOTIVATION PROCESSING

Level of Activity

This thinking structure has to do with the speed of action or reaction. If your results are balanced (difference at 10% maximum) between Pre-Active and Re-Active on a high level (over 60%), you are regarded as Active. At a low level (below 50%) you are regarded as Non-Active.

Relevant topics: Communication, Teams, Crisis Management

Pre-Active

This preference causes a person to act in a preventative way not knowing whether the subject of the reaction will happen or not. For example, if a report has to be written with a due date in four weeks time, this person would start immediately. He/she acts in advance and in time. The preference reflects prevention.

Active

A person with this thinking preference would start to prepare the report after maybe two weeks time. Changes are dealt with at once and spontaneously. This thinking preference is important for short reaction times.

Re-Active

A person with this thinking preference would begin to write during the last two or three days. Changes are dealt with only after thorough reflection. This preference is useful in quality control jobs.

Non-Active

A person with this preference does not change his/her pace due to outer influences. He/she is somehow stubborn. She would write the report at the last day or not at all. He/she can sit on things. This preference has its merits when it comes to getting things done while dealing with many obstacles.

Based on the answers you have given it shows that you are using:



Comparison

This thinking pattern is of relatively high importance and represents a dominating element of the personality. It belongs to those structures which we use in understanding and deciding. In order to understand something, some people first look for commonalities, others for differences and they sort all facts accordingly. Both preferences are very important in business life. They show us how we compare the outer world with our internal frame of reference/benchmarks.

Relevant topics: Area of Job, Communication, Time in Position, Teaching

Sameness

People with a preference for common elements look first in any new situation for whether this has something in common with previous experiences. They sometimes have difficulty in noticing differences and changes and they dislike major changes. They like the familiar things and the safety of the known. This preference is important to recognise patterns.

Sameness with exception

In new situations these people look for commonalities with previous experiences but then they also look at differences. They like by and large to keep status quo, but they accept changes in far shorter intervals than the previous group. They like it when things develop slowly over a certain time.

Difference with exception

People with this preference first try to identify differences from a previous situation. After that they look at similarities. This group can live with a certain routine as well as with a period of change. But they need change more frequently than the other two groups.

Difference

People with this thinking preference first recognise any differences based on their past experience. When they enter a new room or meet a new situation, they can immediately detect what is different compared with what they know from the past. They have difficulties in recognising patterns or similarities, and they like change. This thinking preference is important for spotting mistakes.

Based on the answers you have given it shows that you are using:



Reaction

This thinking structure deals with two sides. It shows how much a person agrees or disagrees with another person.

Relevant topics: Communication, Teams, Relationship Building

Match

People with a preference for matching react with conformity. Normally they do what they have been asked to do. They are rather team oriented and they prefer agreement.

Mismatch

People with this preference react with contradiction. Normally they do the opposite of what they have been told. They show a strategy of fencing themselves off to demonstrate their independence. This preference appears only rarely in its pure form (5 - 10% of the population).

Based on the answers you have given it shows that you are using:



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Success Strategy

This thinking structure gives information about personal preferences with respect to the realisation of a project, i.e., whether someone prefers the vision, the realisation, or the quality control success strategy. Most people normally do one success strategy easily, but have difficulties with the other. In teams it is useful to have team members of each preference, though this also means a certain conflict potential.

Relevant topics: Area of Job, Communication, Teams, Project Management

Vision

People with this thinking preference like to plan new projects. They like to develop new ideas. They prefer the question: "What can we do?". They like to create new things and produce their inner pictures and visions.

Realisation

People with this preference are mainly interested in the implementation of these projects. They push things forward and make things fly. They are doers and ask the question: "How can we realise it?".

Quality Control

People with this preference are able to develop improvements and easily discover faults. They like to ask: "Why?". Their job is to analyse, to look for improvements and to correct mistakes.

Based on the answers you have given it shows that you are using:



Work Orientation

This pattern shows whether someone puts emphasis primarily on the task or on the people involved. It is very important for the design of teams and for cooperation with others.

Relevant topics: Teams, Leadership, Management

Relationship

People who primarily concentrate on the persons involved are mainly concerned with the well-being of these persons. In case of a strong tendency towards this preference the task gets out of focus. They put their attention on people and on the team spirit. They tend to care for other people.

Task

People with task orientation are mainly interested in getting the job done and reaching the goal. In the extreme, this can result in pushing colleagues or themselves too hard. They put their attention on the work or job to be done and to the related dates and deadlines. They are attracted by tasks.

Based on the answers you have given it shows that you are using:



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INFORMATION PROCESSING

Information Size

Research has shown that people process 7 ± 2 chunks of information in their conscious mind simultaneously, in other words 5 - 9 chunks. Such a chunk (information unit) may carry information of any quantity. But someone detail-oriented may not process global information from the start, just as a globally oriented person may not process detailed information. Therefore, this thinking structure is very important for communication in general, in training and in leadership. Two people with the opposite thinking preferences carry a high potential for misunderstanding and subsequent conflicts. At the same time, they are an ideal complement to each other. Therefore, the ability to change the information size is an important factor for leadership quality.

Relevant topics: Learning, Teaching, Communication, Project Management, Leadership

Global

People with this preference generalise. They like to have an overview first. The chunks they are using carry rough and more global information. They concentrate on the general direction of a project. They can easily see relations and basic structures. They work best when they can delegate details to others. Their learning style is from the Global to Details (deductive).

Details

People using this preference concentrate on the details of a job. Details are important to them. The chunks they are using carry many detailed bits of information and have a more fine structure. They deal with the elements and components of a project. Preciseness and accuracy is important to them. Their learning style is from Details to Global (inductive).

Based on the answers you have given it shows that you are using:



Thinking Style

This structure is frequently mixed up with the previous one. However, a globally thinking person can also think concretely and vice versa. The two thinking preferences Abstract und Concrete are complementary to each other. When realising a project, these thinking preferences would have the following impact:

Relevant topics: Learning, Teaching, Communication

Abstract

People with this preference prefer to think in combinations, principles, and symbols. They would start such a project with drawings and plans before realising it. This is the search for an abstract solution. People with this thinking preference are most likely watching efficiency rates, deadlines, transit rates, etc.

Concrete

These people concentrate on clear facts and examples. So the project would start with a concrete image or vision of how it can be started or of the final result. People with this thinking preference are taking care of who is doing what and when, how and where what can be done.

Based on the answers you have given it shows that you are using:



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Working Style

This thinking structure deals with the working style someone prefers. It answers the question whether someone prefers to cooperate in a team or wants to do the job more likely independently and/or by himself/herself.

Relevant topics: Teams, Working Environment

Team-player

People with this preference want to be part of a team and prefer to contribute to the team performance. They like to share the workload and to work together. This is important to them. They care for the other team members and work faster and more efficiently in a team.

Group-player

This is applicable if the difference between Team-player and Individualist is less than 15%. People with this preference like to have other people around but like to make an individual contribution to the team. They like to be responsible for their own area, where they work alone and make their own decisions but they care about their team members.

Individualist

People with this preference work best when they are alone and independent and have full control over the project. They are well suited to finish jobs independently. They prefer to choose their individual working time and location. They want to avoid interference from others on their project. They care less about other team members and tend to work faster when they are left alone.

Based on the answers you have given it shows that you are using:



Primary Attention

This structure show, whether someone prefers to act first in his own favor or in the favour of others.

Relevant topics: Teams, Customers, Stress Management

Caring for Self

To people with this preference it is more important to first concentrate on oneself. Probably they would realise that they need something to drink before they see that the others need something too before they go and get the drinks. This thinking preference is often used by athletes or in professions in which performance is very important.

Caring for Others

People with this preference take care of others first. In our example, they would notice that someone else needs something to drink and would go and get it. In this situation, they would likely get something to drink for themself too. This thinking preference is often found in service and support jobs and in healing professions.

Based on the answers you have given it shows that you are using:



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Time Orientation

An important factor is how people orient themselves with respect to time. Do they primarily focus on the past, the present, or the future?

Relevant topics: Area of Job, Communication, Learning, Decision Making

Past

People with this preference base their decisions on their experiences and find their orientation benchmarks in the past. In the extreme, they ignore the pleasant experiences in the present and may not plan for the future. This thinking preference is important for analysis and for solving problems.

Present

People with this preference live in the here and now and have easy access to what actually happens. If this element is strongly developed, they may not learn from the past and ignore planning for the future. This thinking preference is important for immediate reactions, for service, and for improvisation.

Future

People with this preference like to spend their time painting pictures of their future and making plans. If this preference is primarily used, they may not learn from the past and may not enjoy the results of their previous plans. This thinking preference is important for development of organisations, at projects, in assistant positions, and for the consideration of consequences.

Based on the answers you have given it shows that you are using:



Time Frame

This structure has to do with the way in which you organise your imagination with respect to time. It has a strong relationship with the preference of thinking for the short-term or the long-term. It answers the question of how much foresight someone uses, or how much someone likes to improvise.

Relevant topics: Teams, Communication, Planning, Improvisation

Long-term

People with this preference put their emphasis on midterm or long-term consequences and effects. They tend to overlook short-term consequences. They prefer to use a time planner. They divide time globally. Long-term means to you in the current job situation: 3 month(s).

Short-term

Their prime attention is focused on the immediate or short-term consequences. They tend to ignore the long-term aspects. They have a more "southern" feeling of time. Their feeling for time is more like that of southern cultures and therefore they use time planners much less. This thinking preference is important for immediate reactions and for improvisation. Short-term means to you in the current job situation: 7 day(s).

Based on the answers you have given it shows that you are using:



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Convincer Channel

This structure shows which channel of the senses is primarily used to be convinced of something, to decide for or against it. Through which channel does someone get the information to decide, and how someone tries to convince others.

Relevant topics: Motivation, Communication, Sales

Looking

People with this preference have to see it with their own eyes before they believe it. They want to watch and observe at their colleagues or at circumstances. They decide if something "looks good".

Listening

With this preference it is important what they hear about something or someone. They want to talk and discuss with others before they decide. For them it is important that it "sounds right".

Reading

People with this preference mainly trust written information. Or it has to "make sense". They prefer to gather information from magazines and they like to read catalogues, test reports, and other documentation before they decide.

Doing

These people want to work with others and try it by themselves before they begin to believe. They are convinced by what they tested by themselves. Or it just "feels right". For them it is important to experience and test something by themselves before they decide.

Based on the answers you have given it shows that you are using:



Convincer Strategy

We use our Convincer Strategy to be sure that something is true. Most likely the Convincer Strategy has more impact on a person's decisions than the preferred Convincer Channel.

Relevant topics: Motivation, Communication, Sales

Number of Examples

People with this preference have to notice it several times before they are convinced. If they have noticed something a certain number of times, they begin to believe.

Period of Time

People with this preference like to have something demonstrated over a certain period of time to become convinced that it is true.

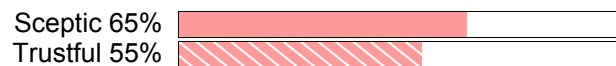
Sceptic

People with this preference have to be convinced every time, on an ongoing basis. They are sceptical and have a basic mistrust. It is very difficult to convince them. This thinking preference shows its value best in quality control jobs.

Trustful

People with this preference need no demonstration to believe that something works or is true. They give trust in advance and check the details later.

Based on the answers you have given it shows that:
You are usually convinced after 8 week(s).



Management Style

This pattern allows for the prediction of whether someone is able to lead himself/herself or others. It also makes clear whether someone has the desire and capability to lead others or would rather follow them.

Relevant topics: Leadership, Communication, Self Reflection, Perception

Self and Others

People with this preference know what they have to do, they know what others have to do and they are willing to tell them. They have the ability to reflect upon themselves as well as to observe others and to analyse them.

Self

People with this preference do not care what others should do and it is not important to them to become a manager. They may have problems in observing others and in analysing them. They have the ability to reflect upon themselves. In any organisation, they are best placed in a position where they can be independent.

Others

People with this preference are found quite often in administration and in middle management. They usually know what others should do and they do not hesitate to tell them. They may have problems in reflecting upon themselves. They have the ability to observe others and to analyse them.

Everybody's own rules

People with this preference know what to do to be successful. They also know what others should do but do not want to tell them (Typical: "Who am I to tell you what to do?"). They have the ability to reflect upon themselves as well as to observe others and to analyse them. They normally show very little interest in becoming managers but could, in case of such a promotion, change to a "Self and Others".

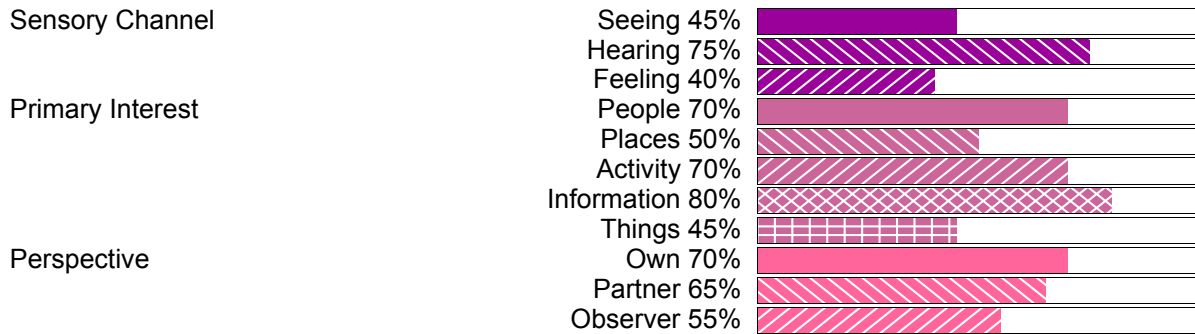
Non-Reflective

People with this result usually spent no time on reflecting themselves or others. This could be interpreted to mean that this person may require or benefit from training, coaching and/or mentoring before assuming or maintaining a management or leadership role. This result occurs in about 1% of all profiles.

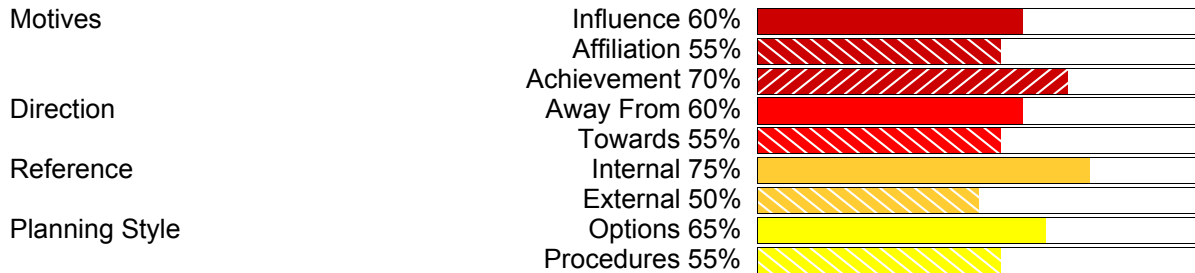
Based on the answers you have given it shows that you are using:

Others 61% 

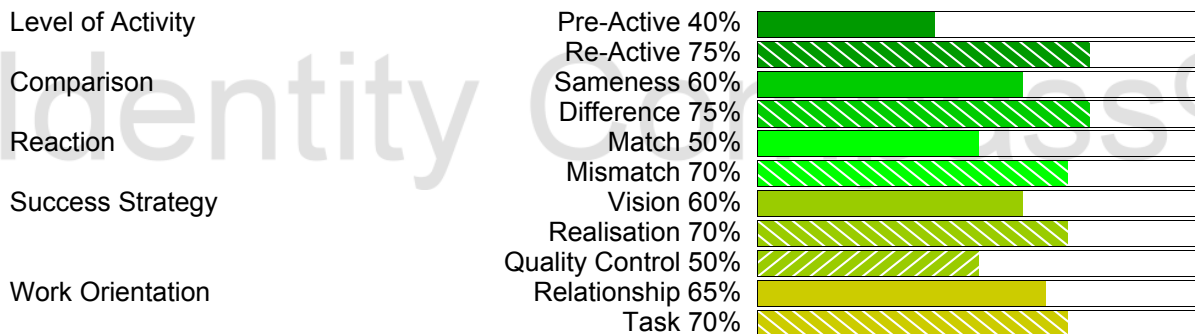
PERCEPTION



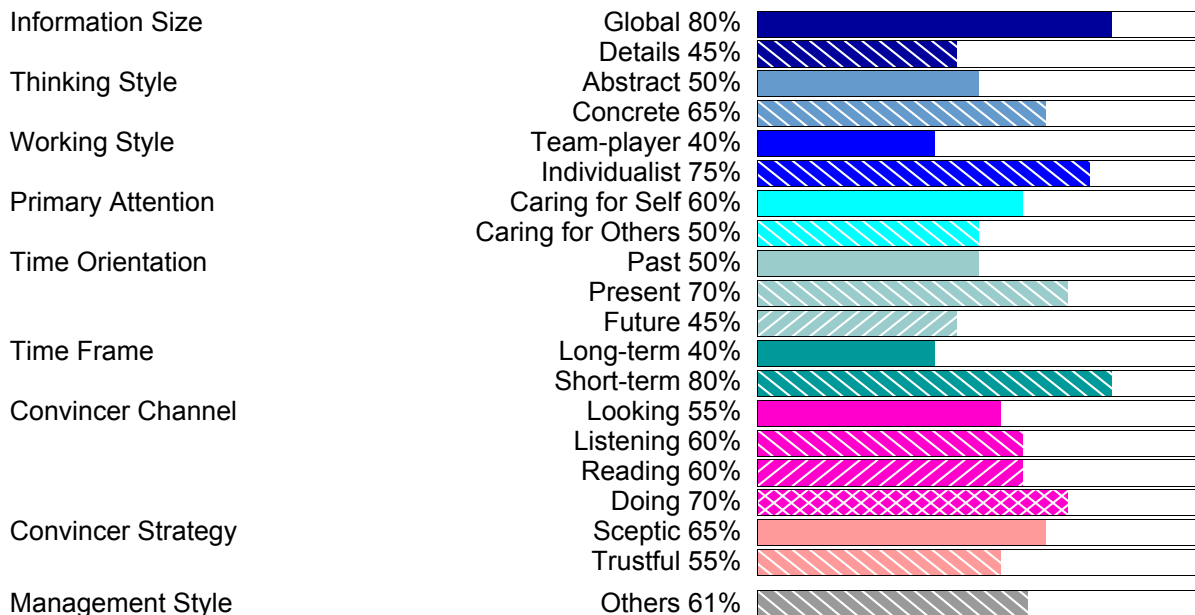
MOTIVATION FACTORS



MOTIVATION PROCESSING



INFORMATION PROCESSING



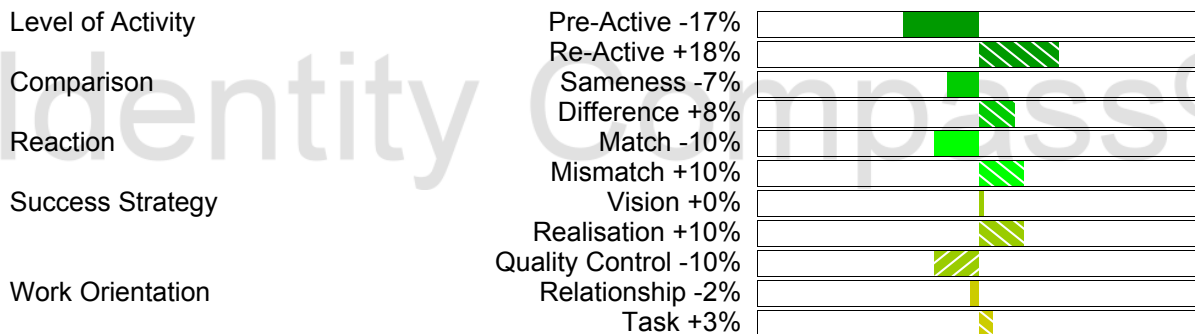
PERCEPTION Preferences



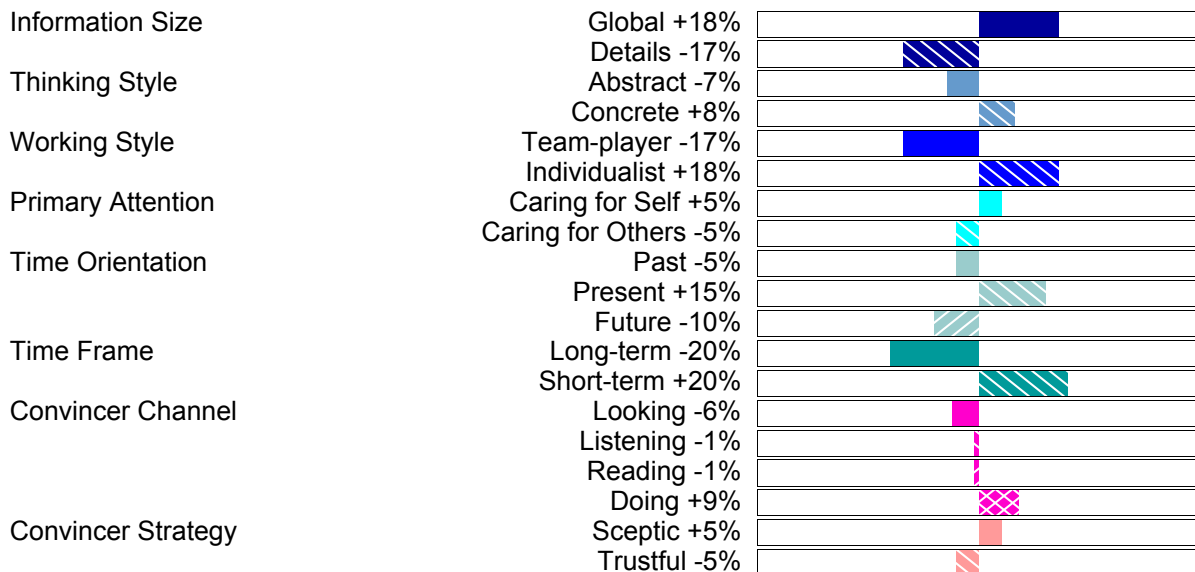
MOTIVATION FACTORS Preferences



MOTIVATION PROCESSING Preferences

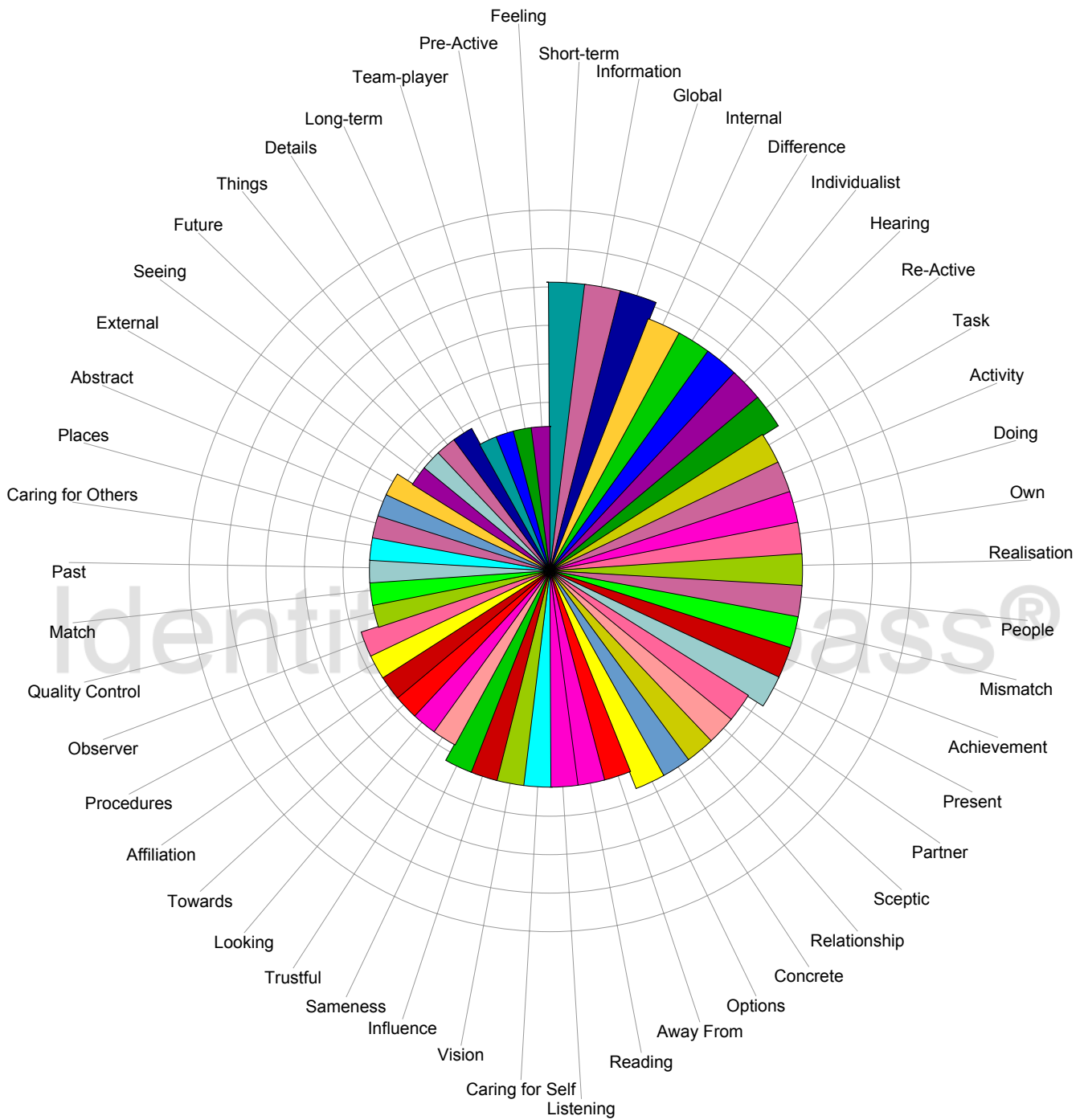


INFORMATION PROCESSING Preferences

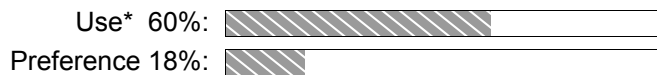


* The Preferences are just statistical values, which show the differences inside of a Thinking Structure.
 Eg. Sensory Channel: Seeing: 90%, Hearing 30%, Feeling 60% makes an average in this Structure of $90+30+60=180/3=60$. This would result in Preferences: Seeing +30%, Hearing -30%, Feeling 0%

Overview of Your Preferences

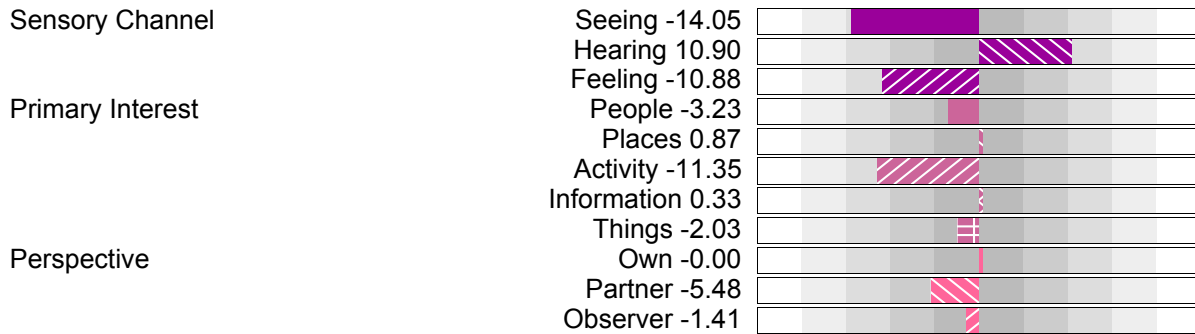


Personal Average

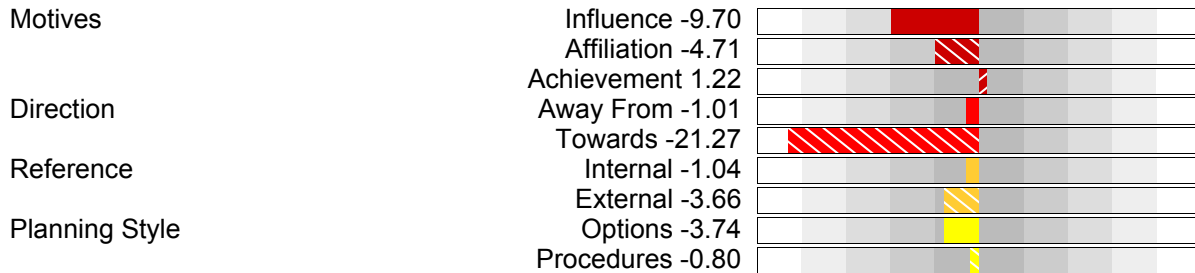


* The percentage is usually between 60% and 70%.
A higher or lower percentage is not worse or better, but different!

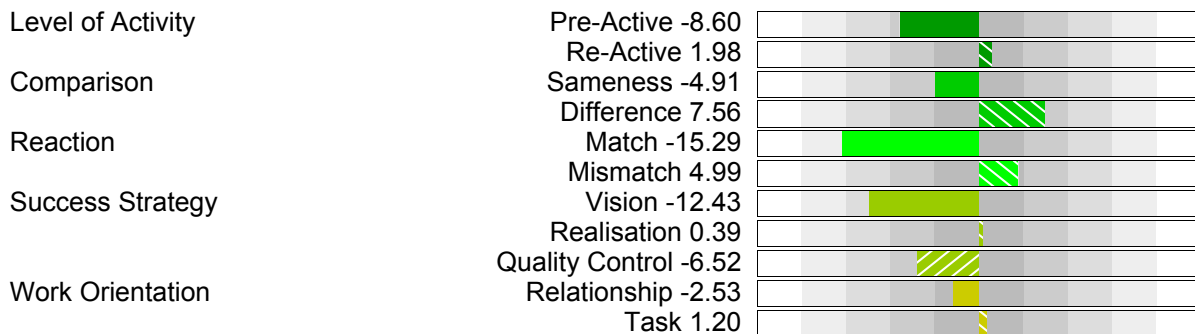
PERCEPTION*



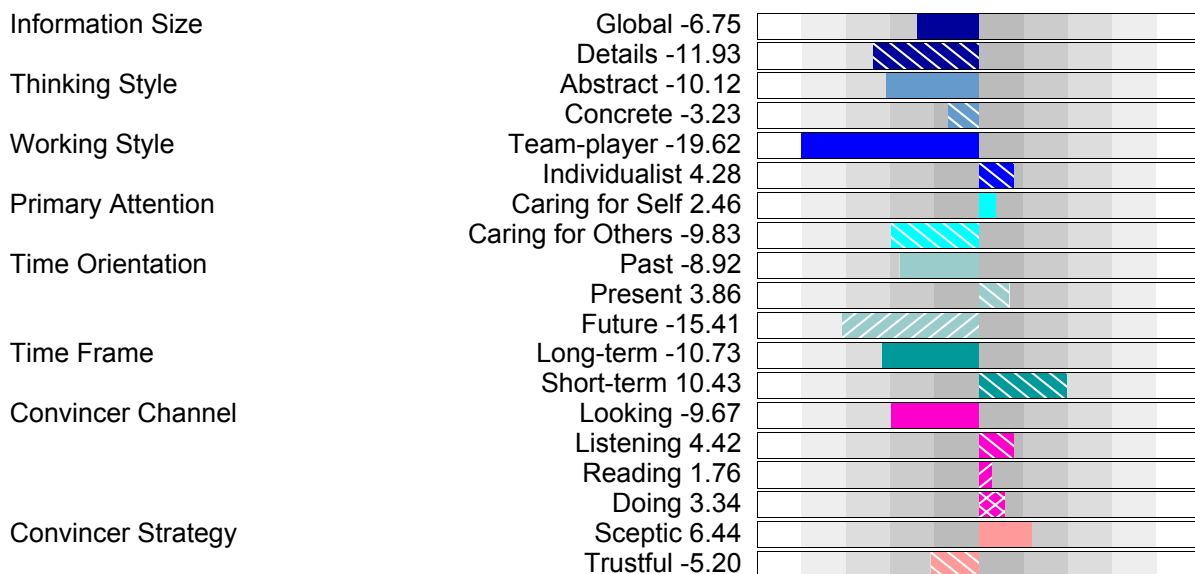
MOTIVATION FACTORS*



MOTIVATION PROCESSING*



INFORMATION PROCESSING*



* Comparison to average of population.

Please keep in mind, there is no 'worse' or 'better', but 'different'!

Conclusion

Your Values

Target Values

1. Competence
2. Responsibility
3. Conflict Management
4. Growth Potential
5. Growth

Sustaining Values

1. Competence
2. Cooperation
3. Reliability
4. Conflict Management
5. Consideration of Consequences

Your Most Used Preferences

Short-term
Information
Global
Internal
Difference
Individualist

Hearing
Re-Active
Task
Activity
Doing
Own

Less Used Preferences

Realisation
People
Mismatch
Achievement
Present
Partner
Sceptic
Relationship
Concrete
Options
Away From
Reading
Listening

Caring for Self
Vision
Influence
Sameness
Trustful
Looking
Towards
Affiliation
Procedures
Observer
Quality Control
Match
Past

Rarely Used Thinking Preferences

Caring for Others
Places
Abstract
External
Seeing
Future

Things
Details
Long-term
Team-player
Pre-Active
Feeling

You took 31:28 (mm:ss) for answering the questions of the version DE 4.32P German

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