

# Your Distinctiveness

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*Highlights about You from  
How You Think &  
Make Decisions*

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*We all use our brains differently depending on how much stress we are under. When we are under a lot of stress, things happen inside us that make us less open, less thoughtful, and prone to use reactive thinking.*

*We all know that the conditions we are in affect how we think about things and how we act. This report is based on the thinking you used when you took the profile - your everyday, responsive thinking.*

*When we are in a context where we can interact with others and be deliberate and thoughtful, we are able to use our reflective and relating thinkings. These both “override” our everyday thinking, enabling us to act decisively, in ways we normally don't act.*

*Since this report is based on your everyday, responsive thinking, you will surely have some examples of how the following descriptions are not true all of the time. Keep in mind that this report comes from your natural, responsive thinking, and will generally be true about you on a day in and day out basis.*

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# Your Noteworthy Characteristics

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Here are brief summaries of some of your distinguishing characteristics that result from how you think and make decisions.

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## YOU WANT TO UNDERSTAND BEFORE DECIDING

You approach the world in a logical, analytical manner. This makes you a logical thinker who needs to understand how something works or how it makes sense before you will use it, apply it, buy it, or take action. You pursue understanding before you make a decision. This optimism and use of understanding leads you to be a person who also solves problems by understanding (thus you are a conceptual problem solver) before just trying to implement a solution.

An additional characteristic of this thinking is that it is not easy for someone to "sell" you on something. Because you have to understand it before you are comfortable moving forward, you will not be "sold". You prefer to decide when and what you want to buy. Once it makes sense (and is within your own values and principles), then you'll buy. But until that time, you're not ready to say, "Yes".

A caution that comes with this characteristic is that your own caution about change and the discomfort with new ideas can cause you to not seriously consider the benefits of the proposed changes or new ideas.

## YOU ARE BOTH INTUITIVE AND LOGICAL

You have keen intuition (ability to read people with your gut senses) which sometimes will lead you to a conclusion that differs from what you believe you should think (your logic). And yet, you also have an optimistic orientation about the value of reasoning and logic. This combination can result in your having a feeling about someone or some action but not having the "reasons" to support those feelings (gut feelings don't have logical reasons - they just are).

Be careful because this war between your intuition and your logic can lead to a tendency to give in to your logic and not trust your gut feelings (the logic part of our brains is often the task-master). Even though your gut feelings are not always 100% accurate and don't ever have justifiable reasons, your intuition is very clear and is often accurate and trustworthy.

## YOU ARE GENUINELY OPEN

You have both a need to understand and an inclination to defend what you believe. These usually combine to make a person appear to be closed to new ideas or new ways of doing things. You are actually open to new ideas and are a person who is willing to change when new ideas prove to be valid, even if your initial response is closed or resistant. That you actually are open will surprise some people who know you, because your initial resistance to change or new ideas is how they see you.

Coupled with your natural thinking is an openness and desire to live with the truth. What others may not see is that you need time to reconsider new ideas, new ways of doing things, or seeing how the new things apply. Because you are comfortable with your present ideas of people and how things work, you need time to resort and consider the new information. "Sleeping on it" is often a beneficial practice for you. Because you actually want to know the truth and what is right, you are willing to consider new ideas and changes, while it will take you some time to put those new ideas or perspectives together with what you already know.

## YOU HAVE CONFIDENCE THAT IS COUPLED TO DETERMINATION

You have natural confidence coupled to a strong determination and dedication to live up to your own standards, rules, and values. These join together into a powerful combination. You will be a person who initiates, won't quit, strives to fulfill your goals, operates from personal values, and wants to make things happen and get results.

## YOU ARE A PRESERVER OF ORDER

One of the most common thinking patterns is a combination of being optimistic about the value of rules, order and logic along with personal confidence and a desire to get things done. This latter perspective gives people like you a sense of well-being when you are in the middle of doing a project and, on the reverse side, leads to an anxious or "left out" feeling when you are not doing something or are not part of the group making things happen.

It is common for the combination of these two perspectives to result in a person appearing to be a "control freak." Most describe these people as persons who "need" to be in control. Our research has shown that this is actually not an accurate description of people who think this way. A more accurate title is "a preserver of order" and a more accurate description is *"a person who will take the initiative to bring order where there is chaos. These people are usually comfortable with another person being in control provided that person is keeping things in order, is capable, and is enabling everyone to be part of the solution."*

Your thinking pattern is that of a preserver of order - a person who values order, clarity of expectations, following logical agendas and processes, and who loves to initiate and be an active part in bringing about a constructive solution.

# A Core Value That You Hide

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Everyone has core values – things they think are important, that direct their choices and actions. These core values are what they use to make decisions. Many people partially "hide" at least one of their core values, so their true intentions are not always clear to others.

They may get to know the "real" us only after a number of experiences with us. But often they make up their minds about what we care about from what they see initially, leading to them reaching a conclusion that can be very misleading.



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## YOU HIDE HOW MUCH YOU ACTUALLY CARE

You have the most common difference measured in people in the United States between a core value they hold and how they want to express it.

You have a core value of caring about individuals as valuable, feeling, individual persons. This is commonly called 'empathy,' and it can also be applied to people, things or ideas. So you could be a person on the inside who has passion and cares personally for ideas, things, or what you do. On the inside this personal connecting is a core value that directs your choices and actions.

What may confuse others is that you live out this value and show love and empathy to others by starting with logical, definite, systematic things: being consistent, fair, loyal, unchanging or dependable.

This can be confusing because people often believe those who care about them want to spend time

- being with them,
- showing concern about what they care about, and
- honoring or valuing their feelings.

There will be times when your care for others is not seen as coming from your heart because activities that have the same properties and characteristics of the heart are not how you naturally show that you care.

## YOUR EMPATHY CAN BE HIDDEN BY YOUR EXPECTATIONS

While you naturally value others, as individuals with personal concerns and feelings, you have a stronger attention to people doing things right, doing what is expected, and fulfilling

their responsibilities fully. This concern for others to be dependable, consistent, trustworthy, and faithful acts like a gatekeeper, holding back your empathy and personal concerns for others.

Actually, the logical, black and white part of our thinking is more like a task master. It is either perfectly satisfied or it's not. And until it is fully satisfied (everything is right, there are no law breakers, etc.), then it's anxiously waiting for things to get right. These expectations and what you think others should do is handled by the logical parts of our brain, while empathy and concerns for the personal aspects of others are handled in a different part of the brain (and your enteric nervous system).

When others don't act as you think they should, when others disappoint you by not living up to their potential, or when others are illogical or inconsistent, then your empathy gets put on hold until your expectations are dealt with.

Be aware that your logical thinking is the master, so when it's not satisfied (when a person has not done what you believe he should have done), the rest of your considerations will be put on hold. This taskmaster can prevent you from showing that you actually do care for and about them.

# When Your Thinking Is Off Target

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Everyone's thinking is biased. We all prefer certain characteristics and disregard others. Our thinking biases are most likely a combination of our genetics, how we were raised, and our life experiences. They are what create our personalities and lead to our skills, perspectives, and decisions.

We naturally believe that we make decisions based on sound thinking. But our thinking biases actually cause us to put too much emphasis on certain things while they cause us to ignore other things. And sometimes this means that we make decisions that are based on inaccurate understandings or an unawareness of everything that is part of the situation.

Here is a description of how some of your thinking biases can mislead you.

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## YOU GIVE OTHERS TOO MUCH BENEFIT OF THE DOUBT

When you take a little time to get to know a person on a personal basis your thinking biases will likely cause you to ignore or miss seeing what those people actually do, what they can do, or how they differ in a practical way from others. Essentially you will see the good of the inside of the person (who that person is as a unique, feeling individual) and you will disregard the practical actions and behaviors of those persons. You give the "benefit of the doubt" to the person based on who he is on the inside and ignore what he is or what he actually does on the outside.

In a work context this can cause you to over-believe in the person's ability to do things or to succeed in a particular job. It also can cause you delay taking action when a person is not doing his job, because you have feelings he will turn it around because of how you feel about the person. You're so focused on who the person is as a unique person that you do not focus on the practical nature (actions) of the person.

In personal relationships, the same thinking applies, leading to a tendency to defend the person as being a "good" person, when he actually does things that are not good. It is common for people with your thinking tendency to ignore what people do and support them with the defense, "He's a good person." Your bias about how he is on the inside can blind you from seeing when he does bad things.

We recommend that you consider the following:

When you are in a situation where it is appropriate or useful for you to assess whether it is good to hire, promote, defend, or be a companion to a certain person, remind yourself to look carefully at:

- What is this person actually doing?
- Would you ever be comfortable acting as that person is acting?
- In what ways does this person compares to others?
- How is this person effective with and interacting with others?

## YOU ARE VERY FOCUSED ON HOW YOU THINK OTHERS SHOULD BE

One of the most common sets of biases is this one. Your natural thinking bias causes you operate out of ideals and ideas (principles, expectations, plans, logic, right/wrong, rules, etc.) to know and understand people. Because your thinking in this area is stronger than your intuition and empathy (an awareness or appreciation for others' individual uniqueness, feelings, and personal concerns), this can lead to your losing confidence in people who don't meet your expectations. These expectations can take the form of them doing what you think they should, being responsible as you believe they should, or meeting a standard that you believe is reasonable to expect.

This really can be a problem when it comes to people at work or in your family. When you think this way, you will conclude they should fulfill your ideas of how they should be and how they should act. These ideas of how they should be can prevent you from responding to and celebrating the good ways they are. Ideals and expectations often cause people to miss the good of how others are and what they are able to do in light of their falling short of those expectations.

The following statements are indications that you are following your natural thinking pattern and are vulnerable to make errors in judgment:

- "He should know that."
- "She should get it right."
- "It should not take that long to get an answer or get this done."
- "I should not have to tell him to do that."
- "You should have been able to do it."



# How You Differ



Everyone is a singular, unique person – so there is no one like you!

On top of that, you also have a specific characteristic or ability that is not common. Here is at least one specific way that you differ from most people. Be careful that you do not assume that because it's always been true for you, then it must be that way for every person. People differ in how they think, and knowing how you differ can shed a lot of light on why certain things happen to you or why certain people are frustrating for you.

## EXCELLENT PROBLEM SOLVING ABILITY CONCERNING OTHER PEOPLE

You have an excellent ability to solve problems when they depend on understanding the interests, feelings, and unique perspectives of others.

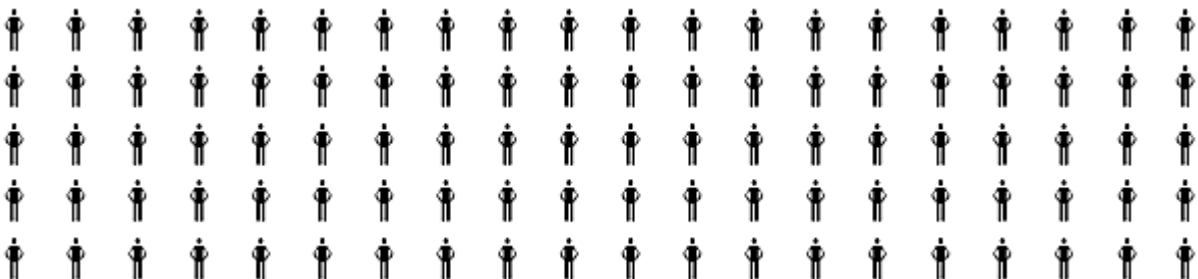
You are able to keep the personal differences in people straight, indicating you have an excellent ability to stay on target when things get complex (as they relate to different people and how those people will feel and be effected by their feelings). You do not get distracted by secondary issues or concerns when dealing with these kinds of matters.

Fewer than 1% have your clarity in this manner !



- you

Most of the population:



# When You Are Vulnerable

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People over-react when they think something is worse than it actually is.

When we are sensitive to something, we often will over-react when that is challenged. Reacting often makes things worse. A response (as opposed to a reaction) from a less extreme position is less likely to escalate the problem and makes us better able to see and implement solutions.

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You sometimes do not see the importance or full value of things in this dimension and this can cause you to react against these kinds of things. For example:

## YOUR ANTI-POLITICS ORIENTATION

Your caution about the political, dynamic, changing, superficial aspects of the world makes you vulnerable. You will tend to ignore and misunderstand the dynamic, unfair, political and practical nature of our world. Your focus will draw you to see how things are not fair, how people fall for things that are superficial, and how persuasive people are really out for something. This perspective can cause you to react against people who really do advance and improve things, make a difference, and genuinely help people (one thing you may look at is how a principled billionaire really helps people, even though he has a profit motive, as well).

Examples of how this vulnerability can show up:

- You ignore seeing the merits of the thing or opportunity because you're so put off by the pushiness of the presenter.
- You discount the energy and timing needed to get a job done or get people to get into action.
- You assume that once everyone and everything is put in place, then everything will continue without needing constant attention or adjustments.
- You naturally resist people who use motivation and superficial characteristics to get others' attention.
- A belief that people will do as good a job without recognition as with recognition.

You regularly value some things so strongly that you will be prone to over-react when they

are ignored or challenged. For example:

### STRONG PERSONAL PRINCIPLES

You have a strong set of personal values, standards and principles. This results in your having high standards that you hold yourself to. You are vulnerable to react when one of the following is said about you or when you think this way about yourself:

- You didn't perform up to your standards.
- You can't be trusted.
- You lied.
- You are irresponsible.
- You are not dependable.
- You are not loyal.

When you or someone else thinks that you have not done what you should or you have not met your standard, then you will do well to tell yourself, "Count to 10, because it feels worse right now than it actually is. Yes, something needs to be addressed, but I will do better and see things more clearly after I give it some thought and time:"

# Your Thinking that Limits Your Ability to Listen

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Being a good listener requires coordination of every part of our thinking - both how we think about others and how we think about ourselves. Almost all people have thinking biases that reduce their listening coordination. If you give special effort and attention to being a "good" listener, you can override your natural thinking biases and become an effective listener.

The following text describes how your natural, every day thinking can reduce your ability to listen. The recipe for success is to know this and to pay attention in the manner described when you are in a conversation with another person.



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## YOU HEAR BLACK AND WHITE WHILE YOU'LL MISS SUBTLETIES

You have ideas about how things are, how things work, and how people should act. You focus on these ideas so strongly that when subtle, not-obvious changes happen, you don't see them until they become more obvious.

Apply this thinking to listening. This means that when people communicate with you in subtle, non-direct ways, you will most likely miss what they are saying. This is important, because most people are actually not direct or clear when they disagree. People are usually subtle and not direct (until after they get really mad).

When you are in a conversation with another person, you will likely state your views and your positions with conviction. This can cause you to miss when the person is not convinced because they don't disagree in a manner that is clear to you. They will just say in their minds, "It's not worth it because his mind is made up".

As a listener you will likely not realize that they disagree with you, and you will miss hearing what they have to say.

*"If it's too hard to get you to consider a different view, then I won't bother presenting it. It's too hard and too much work."*

## YOU VALUE YOUR OWN ACCOMPLISHMENTS

Most people have a need to be recognized and to be seen as capable and useful. Your thinking orientation provides you, as well, both confidence and a desire to be seen as good at what you do. So you are like the majority of the population.

This thinking tendency can get in the way of your being a good listener because others will

be viewed in light of your thinking about yourself. This attention can have any of the following trains of thought :

- am I seen as useful and capable?
- am I going to get recognized for my contribution or accomplishment?
- does this person see me as someone s/he likes?
- how does this person see me?
- am I appearing to be better than others?

You will have to override your natural desire to want attention, so you can pay attention to and affirm what the other person cares about or has done. When they are talking, most people are thinking:

*"I will be able to see and acknowledge you and your successes only after I and mine have been acknowledged."*



The most common question we are asked is,

*"What should I walk away with from understanding how I think?"*

## LEARN TO ADJUST YOUR VIEWS

Your thinking profile indicates that you have high expectations for others and have a difficult time considering changes to what has been previously agreed upon (rules, policies, allegiances, etc.). You are also inclined to ignore when someone acts in ways that are inconsistent with how you have defined that person. Your ideas about and expectations for others become absolutely set, and it is hard to get you to adjust these, even when there are examples of how your views are wrong.

Your thinking will lead you to naturally conclude that the rules, agreements, and standards are set and need to be followed, even when there are times when making a change or doing "B" work is the better option. In other words, there are times when absolute rules/policies/laws/standards need to be enforced and then there are other times when the practical value of the situation is so high that the particular standard needs to be relaxed or adjusted (for example: We see this happen regularly by clerks in stores who blindly following the rules by "greeting the customers as they walk into the store" - even when the customer is engaged in a conversation with a friend and such a greeting is actually a rude interruption and annoys the customer).

This may be hard for you to consider. But if you were to study your thinking and the role of the practical aspects of the world we live in, you'd see that people are not 100% honest, people are not 100% consistent, people change and act differently depending on a lot of different factors, and our world exists in an imperfect state that changes, ebbs and flows.

An accurate conclusion to this is that in order to live and be effective in this chaotic, random, disorderly, unfair world, one has to learn how to be effective with imperfect people; who will disappoint us and not do what they should. Incorporate the changing, imperfect nature of the world and others into your ideals, standards and expectations so you can flex and adjust when it is called for, thus making you effective with all kinds of people in this real, dynamic world.

## DON'T IGNORE WHAT "IS" & HOW THINGS REALLY ARE

Your cautiousness about the practical (changing, unpredictable, political) nature of the world leads you to be careful and an analyzer of risk before making a decision. While this is a very

beneficial aspect of your thinking in certain roles, there is also a downside to this kind of cautiousness in certain situations or contexts.

This cautiousness comes as a result of your not accepting the world as it is: chaotic, unfair, unpredictable, superficial, and a "survival of the fittest" world. What successful politicians and salespeople do is effective in this kind of world, which is usually offensive to you because of your cautiousness about these things.

Ask yourself the following questions as you interact with others and try to get them to do something:

- What works with this person?

In this context you're not judging whether what works with that person is good or bad. You are making yourself come to a realistic view of what works and what doesn't work in that context.

- What "is" vs. what I think "should be"?

Anger or frustration are most often caused by others not meeting our expectations or doing something we think they shouldn't be doing.

Commit yourself to look at how things really work and at how people actually are (what works, what they care about, what drives them, what don't they do that they "should, etc.) and you'll be much more effective interacting and working with them.