



Clear Direction

Your Thinking Report

Mr. Austin Sample
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Welcome

This report is about how you think. It's about how you know and evaluate things, other people, and yourself. It's about how you make decisions.

Everyone's thinking changes depending on how much stress is present. So while a person may be an "extrovert" according to a personality test, the reality is we are all dynamic people who sometimes think and act one way and then in a different context think and act in a different way.

This report will review how you think when you are in four different conditions: when you are with people you respect and are under NO STRESS, when you are alone with LITTLE STRESS, how you think under NORMAL CONDITIONS, and how you think when you are under HIGH STRESS (which is when you are most vulnerable to making errors in judgment and doing something you'll regret later on).

IS THIS REPORT RELIABLE? Every valid test has indicators that tell if the results are reliable - Your report is high, which means your results are credible.

I trust the information in this report will be useful and helpful to you as it has been for tens of thousands of people over the past three decades.



Dr. Robert Kinsel Smith
Clear Direction, Inc.

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SECTION I

The Profile Scores

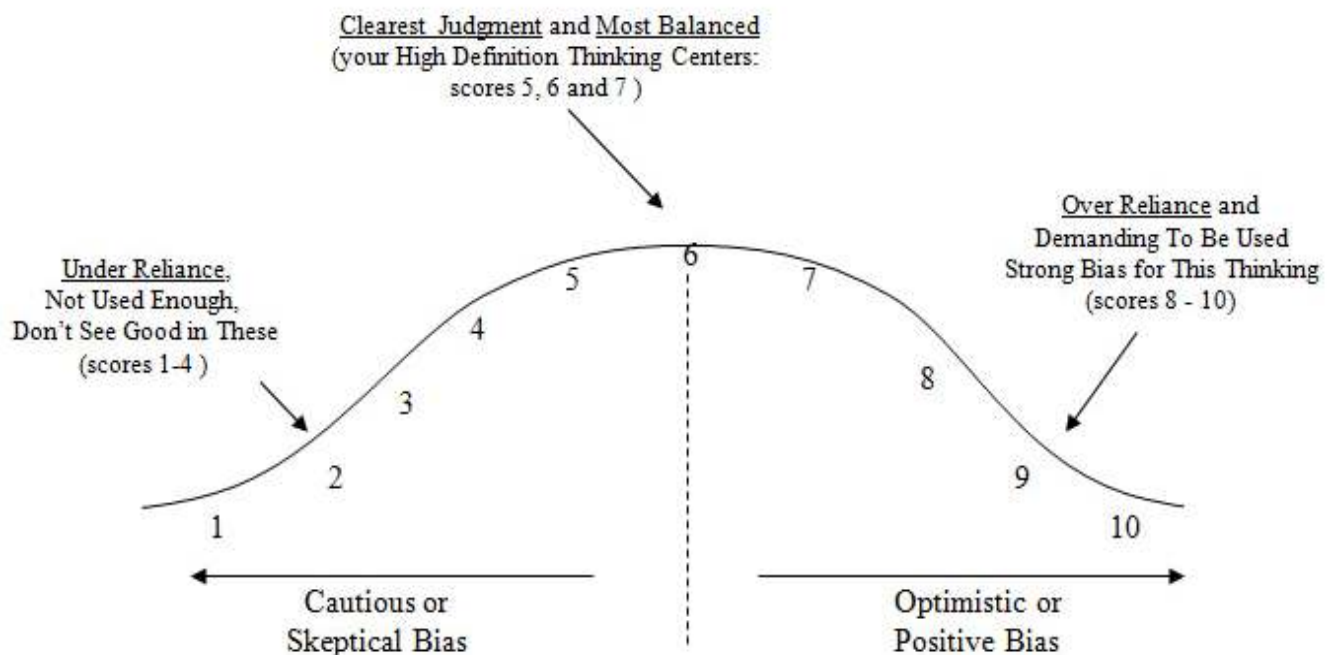
The scoring range is from 1 to 10.

Each score includes two aspects: how clear is that thinking (indicated by how high it is up on the chart) and how biased that particular thinking center is (how far to the left or right from the center balanced line is it).

Scores of 5-7 comprise the **Balanced Region**: These scores are higher up on the "mountain" and represent those thinking centers where it is easiest for you to see detail very clearly and therefore are the ones where you are most open to new perspectives and input (when we can see clearly, we are more open to discuss what we see). Because they are the ones closest to the center line, they have the least bias.

Scores of 8-10 comprise the **Over-Reliance Region**: This region to the lower right includes the thinking centers that are most demanding. These thinking centers demand that they be satisfied and usually take over and require that their perspectives be the ones that are considered or used. They want to be used, even when it is appropriate for others to do that thinking work.

Scores of 1-4 comprise the **Under-Reliance Region**: Thinking centers in this region are usually silent when you are making a decision or evaluating others or yourself. These usually do not contribute when you are addressing problems or making decisions. So sometimes they don't carry the load that they are best made to carry!



The Six Thinking Centers

Six Different Parts of Your Brain Generate Your Conclusions and Decisions

You have six thinking centers that can interact on any decision. Do all of your different thinking centers participate equally or are some more quiet while others are overbearing? Everyone we have profiled over the past 22 years has some thinking centers that are too quiet and others that "talk" too much!

Here are brief descriptions of the six thinking centers: the six ways that we know things, other people and ourselves. These are the regions of your brain that make up your "thinking committee." When your score is above a 5, then that "committee member" is involved. When your score is below a 6, then that "committee member" is sometimes asleep on the job. Your own scores will be presented in the sections that follow.



Intuition & Empathy

Intuition & empathy is thinking about people and things in their unique wholeness. This is thinking that leads to empathy, compassion, passion, and self-giving. When you think about your work this way, you personalize it. When you think about others this way, you see them as individuals with souls, feelings, and personal worth. To think with intuition & empathy is to personally connect with the individual or object. It is to feel the feelings of others and to care about how they feel. This includes: who the person is, his individuality, his feelings, the person on the inside, his personality, all of what makes the person alive and experiencing life, the infinite value and dignity of that person, empathy, love, passion for the thing or idea, a personal connection with friends, identifying with your work, and intuitive senses about people and choices.



Practical Thinking

Practical thinking involves thinking about things or people in comparative, better-best ways. This is thinking about the practical properties or characteristics of things or people and seeing how they compare. This thinking focuses on how useful things and people are or how one thing or decision is better than another. This is the thinking that makes you aware of political connections, the energy or resources required to get something accomplished, who is most effective and who can get the job done, when the best time is to try to do something and what it takes to get the results you want.



Structured Thinking

One of the ways that we can understand other people and things involves thinking about them as formal constructs: purely structures or ideas in the mind. Structured thinking is knowing about a person or focusing on the absolute aspects or characteristics of the person. When thinking about things, they either perfectly fit our idea of how they should be or do not. This is thinking in terms of principles, definitions, requirements, standards, and measuring people and things against these. Structured thinking decides whether the person or thing fits, meets all of the standards, or is as it should be. This type of thinking includes: laws, plans, goals, standards, expectations, definitions, rules, policies, right and wrong, requirements, principles, schedules, terms of a contract, promises, authority, guarantees, "shoulds," and "have to."



Inner Self

One way that you can understand or know yourself is as a unique, individual, feeling person. When you use your inner self thinking you are experiencing who you are, how you feel, what your intentions are, your inner person, and your spiritual self. You feel how infinitely valuable you are, and you are aware of your inner, love-directed self. This is not considering how you compare, what skills you have, what you should do, your status, your principles, or whether you are doing what you should. This is sensing and feeling that you are a loveable, human with passion, compassion, and inner value.



Outer Self

Outer self thinking focuses on the outside of you: your body, your skills and abilities, how you act, how you compare with others, and how you fit into the world in which you live. This includes awareness and attention to your individual characteristics and roles. When we think about ourselves from this perspective, we are attentive to what we accomplish, how we fit into our physical and social world, how we appear to others, what effects our actions and initiatives have on others and our own life outcomes, and our reputations (both social and professional). When a person uses this part of his brain, he becomes anxious or frustrated when he is not doing things, not advancing, not winning, not having his accomplishments be recognized, or not having fun.



Self Concept

The third way that you can understand or know yourself involves your mental ideas about yourself. This self concept thinking includes whether you think that you are fulfilling your concepts or ideas of how you should be, or when you evaluate yourself in a right or wrong, black and white, ideal way. When you think about yourself this way, you look at how you either perfectly fulfill or do not fulfill your own ideas of how you should be, your expectations, standards or concepts about how you should be or how you should act. You will evaluate yourself according to your own principles or requirements, and then determine if you have met them or not. This is your mental definition of yourself (I am a happy person, I believe that I am a great golfer, I am a kind father). According to these ideas, principles and goals, you either hold yourself back or push yourself forward to try to live out those ideas.

Your Thinking Scores

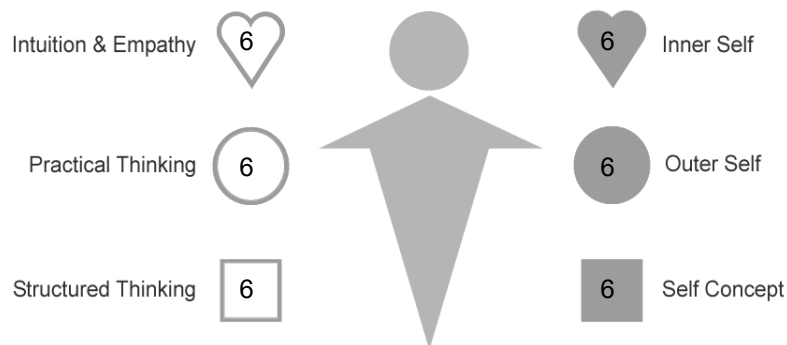
Your Best Thinking

Condition 1: Relating

We call your best thinking, Condition 1 Thinking, because your brain is under the best conditions for you to use all of the different thinking centers of your brain. "Best" thinking means that we use the appropriate thinking for the situation, we don't misinterpret things, and we don't ignore things that are relevant (an example of "good" thinking is when we use personal thinking when the situation is personal and we do not use personal thinking when the situation is not personal).

This is the best condition because we are able to use every part of our brain, we are not under stress and we are being helped by others' perspectives and the energy that others bring to help us be thorough and not impatient.

You are able to think in a balanced and clear way when you are relating and interacting with others in a no-stress, no-pressure context. This is your best thinking, because it is when you are best able to see everything that applies to a situation and then make the most accurate assessment and most appropriate choices. While you have the ability to think this way, you probably do not get to think this way very often and most likely use your Condition 3 thinking most often (your Responding Thinking).



It is estimated that the average person uses Condition 1 thinking fewer than 2 times a year, and successful people use it more than 12 times a year.

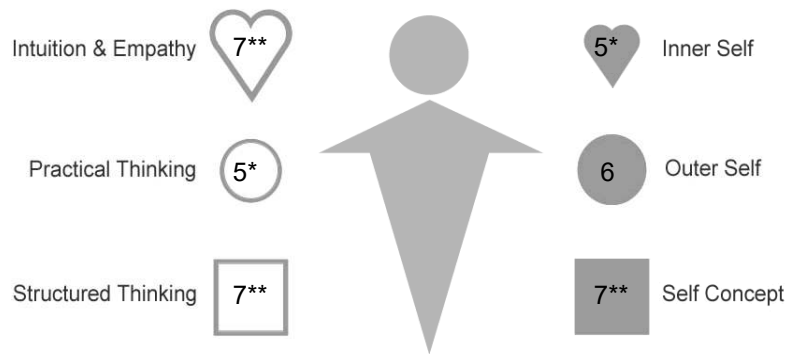
"D" stands for Difficult. While you are able to use all six thinking centers with balance and clarity, you will need a lot more time and effort to use any thinking center marked with a "D". This will be described fully in the parts that describe your Responding thinking.

Your Best Thinking On Your Own

Condition 2: Reflecting

When you are alone, considering counsel and input others have given you over the years, you are able to think in a fairly balanced and clear way. These are times when you are relaxed and able to think through things in a no-stress context. It may be times where you are preparing to give a talk, preparing to have a difficult conversation, or planning an event.

Condition 2: Reflecting is usually not quite as clear and balanced as Condition 1: Relating. This is because we don't have the active give and take from others, so we will more likely have our own biases cloud our judgment. Again, while you have the ability to think this way, most likely you use your Condition 3: Responding most often.



It is estimated that the average person uses Condition 2 thinking fewer than 24 times a year, and successful people use it more than 100 times a year.

* this indicates, even though you are trying to be balanced in your thinking and do not want to ignore something that is important, you will have a tendency to not use these thinking centers to the degree that is useful. To get a fuller understanding, read the description of concerning your Condition 3: Responding Thinking.

** this indicates, that even though you are trying to be balanced in your thinking, you will have a tendency to rely on these thinking centers too much. Be sure to read the description concerning your Condition 3: Responding Thinking.

Your Profile: Your Normal, Everyday Thinking

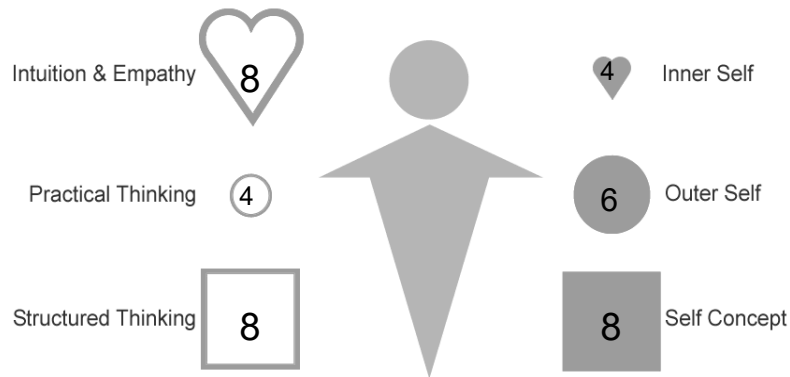
Condition 3: Responding

Austin, here is an image of your normal thinking profile. When people talk about their "Profile," this is what they are talking about.

This is a model of how you were thinking when you ranked the tasks of the profile and how you think in Condition 3: Responding, your normal, everyday thinking.

This is the thinking orientation that is most helpful to understand. This is also the thinking profile upon which Clear Direction lessons are based.

You use those centers with high numbers and larger images most. You tend not to use those thinking centers that have lower numbers and smaller images. The rest of this Section and Section V provide further explanations about your particular thinking orientations and scores.



Most people use their Condition 3: Responding Thinking more than 95% of the time. This is the thinking that most of your family and friends will see on a regular basis.

Reminder:


Scores of 0-5 = varying forms of ignoring or not using these parts of your thinking.


Scores of 6-10 - varying degrees of using and wanting to use these parts of your thinking.

Your Condition 3 Thinking Scores

Your Over-Reliance Centers

The following thinking centers are always "on." They are so involved in your thinking that you rely upon them too much. Austin, you are always using these centers and seeing things from these perspectives. This means that you will use these when they are appropriate and will also use them when other thinking centers would lead you to more accurate conclusions.

 8 Intuition & Empathy

 8 Structured Thinking

 8 Self Concept


Your Balanced Thinking Center

This is your thinking center in which you have a fairly balanced perspective and good judgment. You will tend to use this appropriately and will have more strengths than weaknesses in this area.

 6 Outer Self *

Your Under-Reliance Centers

These are the thinking centers that you most likely do not use enough. You will not rely on these thinking centers or perspectives as much as is appropriate or helpful. You will be inclined to use other thinking centers to make decisions that would be better made using these.

 4 Practical Thinking

 4 Inner Self

* This indicates that your thinking tendency is close to being made up of an even percentage of positive and negative orientations. So know that any score with a * is made up of both positive and negative orientations. Scores below 6 indicate less attention, while above a 5 indicates a greater attention. The descriptions of your thinking will be generally true because of your overall orientation, while some of the examples or particulars will not be true for you.

Your Over-Reliance Centers

These are the thinking centers you most likely depend upon too much. You use these thinking centers habitually so you will think about things, opportunities, and problems from these centers' perspectives. Over-relying on these centers can cause you to depend on these perspectives so much that you become blind to or unwilling to think about things from any other perspectives.



Intuition & Empathy

You are overly reliant upon your intuition & empathy thinking. This means that when you are thinking about other people, you continually focus on the importance of their personal characteristics, concerns, and feelings. You do not like people to have bad feelings or for you to be the cause of people feeling upset. You connect so personally to things and to your work that you view criticism or rejection of these things as a personal affront. Whether it is connecting to individuals, to things, or to ideas, you value so highly the personal aspects that you can end up defending or protecting them at the expense of other considerations or perspectives.

When you are using this thinking center you tend to ask yourself questions similar to the following:

- Are people being treated kindly and as special individuals?
- Are individuals being treated with empathy and dignity?
- Does s/he feel good about this decision?
- Should I ignore my desires since they may be offensive to this person?
- It's not just my work - it's an extension of who I am!
- Can I appeal to my personal relationship with this person to address this problem?
- I don't think I feel comfortable about this yet - I need more time to get a good feeling about this.
- I cannot discard this, it has sentimental value to me.

You use this aspect of your thinking so much that it blinds you to other important considerations. It can cause you to look for solutions that are personal or individually focused causing you to ignore how practical aspects or structured aspects apply.

Upsides:

- Caring and compassionate
- Passionate and personally involved or connected
- Focused on others

Downsides:

- Gullible or too trusting
- Take things too personally
- Too soft in dealing with others

Suggestions

Pay more attention to those aspects that your profile indicates you under-rely upon. Listen to wise counsel when it comes to giving others too much benefit of the doubt, being too protective of others, becoming too personally attached, or being so passionate that you lose perspective. You will feel very uncomfortable when your intuition & empathy orientation is balanced because it will require that you be a little less personally attached than you are used to, and incorporate a practical or structured orientation more than you are used to (it will probably feel unloving or uncaring to you).

You can test this new perspective by carefully watching people who are very effective with others but who do not pay as much attention to their feelings or individual personalities as you do. Watching how they interact with individuals can help you see how you can adjust your perspective to attain balance and greater effectiveness with others.

8

Structured Thinking

You are overly-reliant on structured thinking, which includes: plans, order, laws, structure, absolutes, concepts, ideals, standards, organization, and logic. When you are thinking about other people or things, this thinking bias will cause you to interpret the world and other people from a perspective of whether they are as you think they should be. This is so strong that it can cause you to be too literal in how you understand others or situations, not be able to see the difference between rules or principles that are crucial and ones that are merely important or helpful, or be too demanding that people fill your preset ideas before you will pay attention to their feelings or how to be most effective with them. This can cause you to not balance all three world thinking centers, but rather demand that the literal and absolute issues be attended to before any other perspective is even considered.

The following questions or views arise from this over-reliance:

- Why can't this be fixed right now? It should be working!
- Everything is crucial, you can't let one thing slip or be sloppy.
- Is this person acting as he should ?
- Is this person keeping her promises?

- Is this decision in line with our rules, processes, or plans?
- I should be able to demand and require obedience!
- Shouldn't this person be held accountable to her commitments?
- Has someone done a study on this matter?
- Does this make sense, is it logical?
- Problems should not be repeated!

You use this aspect of your thinking so much that it blinds you to other important considerations. It will cause you to look for solutions that include characteristics that are either excessive or inappropriate.

Upsides:

- Structured and trusting of systems
- Favor order, logic, and understanding
- Value consistency, reliability, and standards

Downsides:

- Rigid or overly focused on things being under control
- Too literal or legalistic
- Judgmental and preset in ideas
- Confuse: plans as action, numbers as reality, words as truth

Suggestions

Set aside time to listen to others' counsel when you find yourself demanding absolute compliance, literal understandings, justifiable reasons, logical arguments, plans, and predictable outcomes. You will often find that it is best for you to consider others' perspectives in order to have a balanced or accurate response. You will feel uncomfortable with a balanced structured thinking orientation because it will feel like you have abandoned or violated logical, literal or absolute value, that things are left undone, that the system is broken, that you are letting things go and that will give others excuses in the future, or that people are being let off the hook.

You can test this new perspective by listening carefully to people who have good judgment when it comes to these kinds of things and watching how applying their perspectives, loosening up, considering alternatives, or giving more benefit of the doubt can actually bring benefits that your perspective would prevent or inhibit.

8

Self Concept

Your over-reliance on your self concept thinking indicates that you have a very strong tendency to think about and evaluate yourself based on whether you

perfectly fulfill your ideas, rules, or expectations of how you should be. You so strongly believe that your goodness depends on your fulfilling your own standards, ideals, values, and responsibilities that you think that your value as a person hinges on this. This will cause you to be too idealistic, too dogmatic, or too concerned about perfectly fulfilling your own standards. It will cause you to set your own standards too high, or it will prevent you from gaining satisfaction from progress because you demand perfection.

This orientation can cause you to say the following things to yourself:

- Am I meeting my personal goals?
- Why would I do what he is suggesting? It is not consistent with my own standards or goals.
- Is this choice or opportunity true to me and what I stand for?
- Does this choice jeopardize my future?
- What should I do (without regard to my own feelings or personal gain)?
- Is this consistent with how a person like me should act?
- Am I forgetting something that I promised I'd do?
- How can I be so stupid! I should know better than that!
- If I am going to be late, I cannot be counted on.

You rely on your self concept thinking so much that it can easily blind you from seeing other value that is either appropriate or important. If you are not being viewed according to your own expectations or standards, then you will be unwilling to consider other aspects of yourself until this is fulfilled. This over-reliance can and will cause you to think that being dogmatic, stubborn, or inflexible is really the best way for you to be.

Upsides:

- Loyal to commitments and responsibilities
- Dependable and principled
- Focused and directed by personal goals and standards

Downsides:

- Dogmatic concerning your ideas of how you should be and act
- Too self-judging and self-critical
- False view of how doing what you should can provide fulfillment
- Allows your "inner critic" to drive you

Suggestions

A more balanced and accurate view of yourself can be achieved by doing the following:

1. Pay greater attention to those aspects of yourself that your profile indicates you are not attentive. Be self-reflective. Force

yourself to determine the difference between those values and beliefs that are absolutely consistent with your inner self from those with which you are most comfortable (grew up with, adopted when you were a teen, etc.).

2. Get counsel from people who know you well and who have good judgment when you are feeling threatened, judged, or guilty. Talk with them about your situation. Their views will help you become more balanced in your perspective.

You can see if these suggestions are sound by listening carefully to people who have good judgment. They will give you sound counsel about how to balance your personal commitments, goals, standards, and taking responsibility with the other aspects of yourself (your inner and outer selves). Their input can actually enhance your perspective and help bring balance to your self concept thinking that you would likely not get on your own.

Your Balanced Thinking Center

You have very precise thinking when using your balanced thinking center. This enables you to be able to "see" and consider others' perspectives and understand things fairly clearly.

6

Outer Self

Your balanced reliance indicates that you are naturally aware of and able to clearly focus on yourself in a self assessing or practical way. You believe that your efforts make a difference, you are able to contribute, you like to do things, that your work and accomplishments should be recognized, and that you can get tangible results. You have a very good ability to know how your efforts and skills make good things happen, what you like to do, what you are best suited to do, how your accomplishments are recognized, and how to have fun in your activities. Fun and fitting in are part of how you decide what you want to and like to do.

This orientation can cause you to think the following thoughts:

- Is this role or position one that will be challenging but not too hard?
- How are my actions leading to the results I want?
- Will this lead to my being accepted or embarrassed?
- Will this help me do a better job?
- Can I use my charm or abilities to win this person's confidence?
- Is my work or are my efforts getting appropriate recognition?
- How do I look or how will others view me if I do this or go to that?
- Is this good for my reputation?
- Is this something I like to do?

Suggestions

You use this aspect of your thinking in a balanced way. This enables you to be able to get the benefits and see the liabilities from your outer self thinking perspective. You have a very good ability to see when this perspective is appropriate and when reliance on this aspect of yourself would be excessive or inappropriate. Use your confidence and desire to help others to make a positive difference.

Your Under-Reliance Centers

These are the thinking centers that you do not use enough and that are not working as hard as the ones previously listed. You will tend to not see the perspectives these can bring because you are relying on your other thinking centers to interpret things. There will be times when these thinking centers' perspectives are crucial for you to accurately understand the situation, and it is during those times that your misunderstanding or misinterpretations will cause you to over react, ignore important choices, or do inappropriate or harmful things.

4

Practical Thinking

Your under-reliant orientation will lead you to ignore the critical importance of practical thinking. You may underestimate the energy and resources required to get things accomplished and to be effective in social situations. You tend to discount the dynamics involved in conversations, persuasion, and decision making. This makes you vulnerable to reach conclusions or make choices that lack practical "common sense." You tend to ignore the effects of timing, discount the importance of how you package your presentation, resist unanticipated changes or surprises, and dismiss the value of people having fun in their learning and work situations.

The following thoughts often result from ignoring this perspective:

- It won't take that long or cost that much to get that done
- I hate to be surprised and caught not knowing something changed
- I should be able to speak the truth and not wait for a certain time to speak or have to do it in a certain manner
- They should do it because that's their responsibility or that it is their job
- I should not have to motivate others to do what they should
- If she is my friend then she will do the right thing
- What are the problems or downsides with this action or choice?

When thinking about the world, things, and other people, your practical thinking will not be part of your perspective. This can cause you to lose the benefits that come from a practical, common sense perspective.

Upsides:

- Cautious
- Not easily conned or persuaded

Downsides:

- Not politically sensitive or capable

- Unaware of what others need in terms of support and motivation
- See downsides of choices instead of seeing opportunities and upsides

Suggestions

Be sure to remind yourself that when you think something or someone is too practical, bottom-line, political, superficial, pushy, or now focused, that your under-reliance on practical thinking makes it appear worse to you than it actually is. In other words, there is a lot of good that you are not seeing. You will feel uncomfortable when a balanced approach to practical thinking is applied. We suggest that you begin to develop balance by forcing yourself to look for and express the good that can come from others' suggestions, from opportunities, and from change. You are naturally able to see the downsides, so this exercise can help you see the upsides.

You can test this in your life by watching and listening carefully to people who are very effective at interacting with others and at getting things accomplished. Their perspectives and insights can help your perspective and give you benefits that you otherwise would not have.



Inner Self

Your under-reliance concerning your own inner self thinking indicates that you: miss feeling valuable as a unique person, disregard your own inner feelings throughout the course of the day, question yourself about being a great friend to others, or do not listen to your heart to find your great passions. You may be reluctant to ask for what you want or feel you'd like to have.

The following thoughts often result from ignoring this perspective:

- My inner feelings get in the way – maybe I'll get to them later
- It's a waste (compared to other choices) to spend time or money on personal development
- It will be better if I give her a present in return for what she gave to me
- It is not a good time for me to attend a class for my own self-growth
- I don't want anyone fussing over me
- Wow! I lost my temper and I didn't know I was so frustrated

When evaluating yourself or making decisions, you ignore the inner dimensions of your soul or inner being. You discount some of your unique value and therefore miss the value of paying attention to your feelings, of your inner goodness, of how valuable you are to others, or of how much you deserve to be loved and cared for.

Upsides:

- Able to be self-denying and attend to other's needs
- Able to move forward in spite of how you feel

Downsides:

- Not attentive to own inner feelings or desires
- Sensitive to rejection
- Dismiss others' caring about you personally
- Not good at taking care of yourself
- Unclear as to what you most love to do or long to be

Suggestions

We recommend that you begin or end each day for the next month with a personal review of your feelings, concerns, and passions. Set aside time for quiet, personal reflection. Research indicates that writing down our feelings that we experience during the day increases our attention to our inner self and better sensitizes us to how and when our feelings and desires are appropriate and important. Ask your inner self what you want. Seek to be crystal clear on your innermost desires. You will initially feel uncomfortable when you are paying this much attention to your inner self, but with practice, you will grow more comfortable with this more balanced approach.

You can test this in your life by watching how friends and loved ones include you, celebrate you, and want you to feel good. They see your unique value and do these things because they care about who you are.

Having a Preferred Way of Upholding Values that Differs from Your Core Values

Sometimes people have different layers – they appear different on the outside than they are on the inside. Sometimes people appear soft on the outside while they are actually very strong and determined on the inside. Others can be very outgoing on the outside while on the inside they really don't want to be in the spotlight.

Some of these layers are measured by the Profile. Your scores in this Thinking Report give a picture of your inside, core values. Through different scoring, we are able to get a picture of your outside preferences. Most people have at least one inner-core value that differs from one of their outside-preferences. So they can value something on the inside while they have a preferred way to uphold that value that differs.

For example three different people all have the same Empathy score of 7 (concern

for the lives of individual persons). But each of those three can differ on how they prefer to show that core value. Person A attends to that value by listening to individual's share their concerns, feelings and personal lives. Person B upholds that value by doing practical, useful things for that person, like helping him get a job or fix his car. And Person C upholds that value by displaying consistency, faithfulness, dependability, and fairness toward individuals. All have the same inner value, they just have different preferred ways of upholding that value (so the three are the same on the inside but very different on the outside).

When you have a preference that differs from your core value, you are more likely to be misunderstood and make choices that have to be explained at a later time. Here are the areas where your preferences differ from your core values and your outside is not always sending the same message your inside believes:

Concerning Your Core Value of Empathy toward Others

You are naturally attentive to Empathy and Intuition but your preference is to not connect personally or give priority to others' feelings or personal concerns. When a preference does not match its corresponding value (as yours doesn't in this case), people will tend to believe that you don't care about them when you really do. You could conclude from the difference noted here, that you have more empathy and genuine concern for individuals than you are either using or communicating in the normal course of your daily life. In other words, you have more empathy for others and passion for things and ideas than are being used!

Concerning Your Core Value regarding Practical Thinking

You are naturally inattentive to Practical value but your preference is to give credence to practical applications and usefulness. When a preference is high and does not match its corresponding value (as is true for you in this case), the tendency will be to show an affinity toward practical, real-world, social applications when you actually are not as much of an optimist about taking risks, are not as politically inclined or not as much a subscriber of social status and norms as you appear to be. This is because you respond to usefulness, practicality or something having social status but at the core you actually care about values more.

Concerning Your Core Value of Your Values, Self Expectations, and Self Direction

Your preference differs from your general Self Concept score. While your Self Concept score indicates an overall attention to this part of yourself (that is described in the previous Section in this report), your preference score indicates that you do not want to "do" this part of your thinking. This could mean that you have a strong sense of where you're headed and your commitments but you don't want to plan your own future or determine what direction you should take. You

will want to be responsible and clearly-directed but you most likely do not want to be the one who decides on that direction or to what you will commit yourself.

Your Most Limited Thinking - Under Stress

Your Profile: Your Under Stress Thinking

Condition 4: Reacting

Everyone's thinking is limited when they are under stress. It is important to know specifically how your thinking, Austin, is affected when you are under a lot of pressure. When we are under stress, we use a limited number of thinking centers. This causes us to misinterpret what is going on, make errors in judgment, or ignore important factors. We often feel very strongly about our positions and conclusions, only to realize later how limited our perspective really was.

Examples of Stressful Situations

At Home

- Taking care of little children all day long
- Coming home exhausted at the end of a long, hard day
- Taking care of a sick parent or loved one
- Not being able to help a loved one

In Relationships

- Confronting another person face to face
- Having to defend your position when attacked
- Doing something for someone you admire greatly
- Having to disappoint a friend
- Turmoil or uncertainty in a close, personal relationship

At Work or School

- Having to perform well when others depend on you
- Having to make a decision when you only have a few facts
- Speaking in front of a large group of people
- Being in a boring job for a number of months
- Facing an important project or test

In General

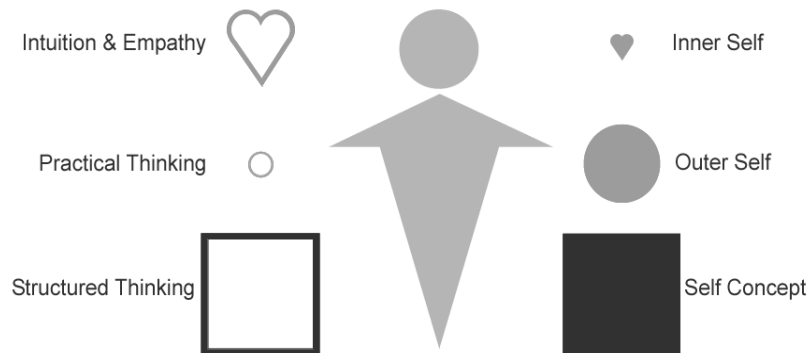
- Having very little time to get ready for something
- Something you need breaks when you go to use it
- Being on the witness stand in a court of law
- Being out of work or having financial pressures
- Waiting for the results of medical tests

The image below represents how you, Austin, will most likely think and focus when you are in Condition 4, under stress. When you are under stress your thinking biases become more extreme. This increases the likelihood that you will do things that you will regret later because you are thinking about the situation from such a limited perspective.

Remember that when you are under stress, your brain will cause you to laser focus on the presenting issue (danger, problem, concern) and will cause you to ignore other things that are also very important. This is why we all can think of times when we said or did something that we later regretted – we couldn't see clearly until we got out of the stress-filled situation.

Pay particular attention to this section of your report, because it is when you are under stress that you are most vulnerable to make decisions and take actions that you will later regret.

Condition 4: Reacting



Studies indicate that many people are in a Condition 4, Stress-Reaction mode more than three times a day.

Your Condition 4, Under Stress Thinking

Under stress our strong thinking centers can become weaknesses because we overuse them. Stress creates blindness, leading us to not use our full thinking capacity, which can impair our judgment. Your large stress profile symbols illustrate how you go from "using" these centers in normal thinking situations to "demanding" that they are used when under stress. Your small stress profile symbols illustrate how you go from being likely to include these perspectives to a "significant disregard" or ignoring of these when under stress. This image and this section of your report are designed to help you see and understand how you are vulnerable when under stress to make errors in judgment, confuse what other people mean, and decide to take actions that you will later regret.

The thinking centers represented by the large, dark symbols (hearts, circles, or squares), demand they be satisfied before any other thinking is considered in the decision making process. The very small symbols indicate that you probably don't use these thinking centers when you are under stress. Under stress, your over-reliant thinking centers overwhelm your under-reliant centers, which leads to your seeing or thinking about things from very limited perspectives. This is why you will do things when you are angry or stressed out that you regret later. When under stress you (and everyone else) think with your big image thinking centers and lose the benefits of the perspectives and understanding that are provided by the centers represented by small images. It is not until you are free from stress that you are able to use all of your thinking centers and see the situation from a more accurate and comprehensive perspective.

What You Need and Demand

The thinking centers that take over and must be satisfied when you are under stress are: your structured thinking, your self concept thinking.

When your structured thinking center takes over, it demands that:

- Others do what they should & be held accountable for their actions
- Things work when and how they should
- Things be brought to closure and be settled – no loose ends
- Decisions and choices be supported by logic and reasons
- Problems be fixed and not come up again
- Everything be set, in place, working - no room for "good enough"
- The world be safe, reliable, and 100 % trustworthy

When your self concept center takes over, it demands that you:

- Not make mistakes
- Perform according to your standards
- Do what you said you would do
- Fulfill your expectations, even if you could not describe them beforehand

Be trustworthy, dependable, loyal, and responsible
Perfectly fulfill what you expect of yourself - no matter what
Strive after your own goals

What You Pay Some Attention To

Your intuition & empathy center is "on" but not super strong. You will focus your attention on:

- The importance of others' feelings
- The value of keeping people informed and included
- The power and insight of others' concerns
- The rightness of intuitive feelings that do not have reasons
- The infinite dignity of every individual
- How love is more powerful than law, logic, or duty
- How important it is that others feel good about things

Your outer self center is "on" but not super strong. You will require and focus your attention on:

- The honor and recognition you deserve
- How good you are at what you do
- Protecting your reputation, especially when challenged in public
- The value your accomplishments actually have
- How your presence makes an important difference
- That you are capable and a positive contributor
- That you are included socially or that your friends include you
- Having fun and celebrating victories

What You Don't See When Under Stress

When your practical thinking center is blind under stress conditions you will discount:

- How people form their perceptions and impressions
- That timing, perceptions, and energy affect the choices people make
- The importance of getting others to want to do what needs to be done
- The critical nature of timing and acting/deciding in a timely manner
- How power, influence, and perceptions do make a big difference
- The fact that the world is a changing world and has some uncertainty
- That things that work are not always fair or equal

When your inner self center is blind under stress conditions you will ignore:

- What you genuinely desire
- That it is appropriate for you to be celebrated and valued
- What you love and what you are passionate about
- Why you deserve to be treated with dignity and given attention
- The value, importance, and power of your feelings

Giving time or resources to your own personal/spiritual growth
Resist letting others care for you without being able to give in return
The value of your opinions and concerns

Stress Strategies

Austin, you can use two different kinds of strategies to reduce the stress in your life and limit your stress-related errors in judgment. The first are "Preventative Strategies." These involve adapting your behaviors to prevent stress from ever appearing in the first place or to reduce the likelihood of having to make a decision under stress. The second are "Responsive Strategies" which limit the negative effects of stress when you are forced to think and make decisions when already under pressure.

Preventative Strategies

- ✓ Minimize the stress in your life by reducing your commitments and involvement, so you can give concentrated attention and time to the things that are most important. Fill that time by paying attention to those aspects of yourself and others that you normally would avoid (your thinking centers that have scores below 6). Also, make sure that you are taking care of your body physically; getting appropriate and regular exercise, taking time for personal growth, and doing things for others who are less fortunate than you.
- ✓ Minimize the likelihood that you will have to make decisions when under stress by coming up with strategies that work for you. Some people say,
 - "It would be better if I come back to that after I have had time to think about it by myself."
 - "This seems to be more important to you than it is to me. Tell me again so I get a better picture of what I am missing."
 - "Could we discuss this at another time? It would be better for me so I can fully understand what you mean."

Responsive Strategies

- ✓ Learn to become aware of stressful feelings, and as soon as you feel them employ safety strategies that will help you make better decisions. These can include: seeking counsel, expressing to others that it would be better for you to address the matter later, or telling yourself that your feelings are real but they are not necessarily giving you an accurate indication as to how broken things actually are.

- ✓ When your structured thinking center is demanding that things work you might tell yourself, "My profile indicated that I need things to be working and not broken. Although things are not going as I think they should, they are not as bad as they feel. This anxiousness is strong but probably not an accurate indication of how bad things really are. They will be fixed in due time and I must remember that life is more than everything being in order or working perfectly."

If your structured thinking center is demanding that someone do what you expect him to do, you might tell yourself, "My profile indicates that I set very high demands for others. This person is not performing how I think he should so I'll have to get more involved. My expectations are not being met, but I also want to have things work out well, so I'll continue to do what I can to be part of the solution, even though I believe this person should be carrying more of the load."

- ✓ Keep in mind that your demanding self concept thinking center often requires standards or principles that have come from unreliable or biased sources. It will also cause you to view these principles and standards as being so much more important than any other aspects of yourself.

When your self concept center is demanding that you reach your goals, you may ask yourself, "My profile indicated that I am overly demanding of myself. Exactly how should I define success in this situation? Where did I get these standards I have set? Are they realistic? Are they ones that are so accurate that I'd suggest others set them for themselves? What am I losing if I continue to drive myself this way? When I think about them, do I really see them as so valid and important that my own life or usefulness could be wiped out by them?"

When your self concept center is demanding that you not vary from what you think you should do, ask yourself, "My profile indicated that I cannot readily tell the difference between commitments or standards that are essential from those that are merely important. It feels absolutely essential that I do what I said I would do, but am I jeopardizing more important things to fulfill my word? Am I risking an important relationship? Am I risking my own health? Am I actually risking my reputation and being a person of lower character by sticking to these values or standards that seem so important to me at this time?"

SECTION III

What To Do With This Information

The key to this is NOT to try to become perfect and get scores of 6 on each of your Responding thinking scores. The key is to use the appropriate thinking for the situation. This is designed to give you confidence in your strengths and to give you understanding of how and when your natural ways of thinking can mislead you.

Awareness is the first step. Become aware of your own thinking biases (your Condition 3 - Responding) and put together strategies that help you develop realistic ways for you to use the appropriate thinking methods for each situation you face.

Remember that the different ways of thinking apply to different kinds of situations. And when we use the wrong thinking for the situation, we end up with wrong/bad/problem conclusions. That is why we can assert that it is incorrect to ignore justice because someone paid you money, it is incorrect to try to buy a child's love with presents, and it is incorrect to tell a person how she should feel.

You will want to use the appropriate thinking for the particular task.

When making decisions, you'll want to use your Practical Thinking in a way that helps you see the good that can be gained from moving forward and not just see what could go wrong.

Recognize that how you think and make decisions is up to you. You have the ability to get yourself in a Condition 1 or 2 state so you will more likely make sound choices and health-producing actions. If you allow yourself to get into high stress situations (Condition 4 - Reacting), then you are likely going to make choices and take actions that you later regret.

So an important skill to develop is the ability to get yourself into a Condition 1 (Relating) or Condition 2 (Reflecting) mode BEFORE you get into difficult or taxing situations. Call on friends or colleagues to help you when you find yourself exhausted, out of gas, or at the end of your rope. We cannot underestimate the importance of how others can strengthen and help us and the importance that rest and healthy habits have in our arriving at our best thinking outcomes.

For more information on the different dimensions of thinking, on applying your thinking to different tasks, and how the science of thinking applies to specific roles, login to your account on the Clear Direction web site at <http://www.cleardirection.com> Simply enter your ID: DUSBLA3853 and your Password: T38WH24GA and you will be taken to your account administration page.

