

FourSight® Thinking Profile

QUICK GUIDE



To solve a complex challenge, you need four types of thinking.

Humans are natural problem solvers, but we do it in very different ways. So collaborating can be rough or rewarding. It depends on how well you know yourself as a thinker. Your FourSight Thinking Profile reveals how you naturally approach a challenge that needs both critical and creative thinking. It helps you understand your problem-solving style and see why others may approach the same challenge so differently.

We all follow a universal problem-solving process.

Faced with a problem or opportunity that needs new thinking, we all naturally **clarify** the challenge, **ideate** on possibilities, **develop** solutions and **implement** them. We do all four types of thinking, but most of us like some types of thinking more than others. We call those thinking preferences.



Thinking preferences are hard to see but easy to trip over.

We all have preferences (high, neutral or low) for every stage in the problem-solving process. We like to spend time and energy in areas of high preference. We may lose energy and focus in areas of low preference. Great solutions need all four types of thinking. So, if you let your thinking preferences dictate how you solve problems, you may get disappointing results.

Preference is not the same as ability.

Know yourself + know the process.

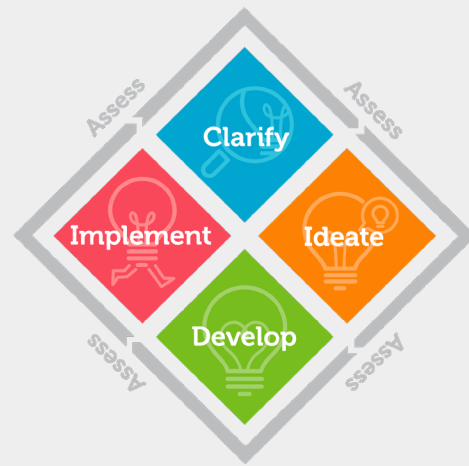
The secret to success? First, understand how thinking preferences work in yourself and others. Second, learn more about the type of thinking necessary to accomplish each stage in the problem solving process. That way, you can work well with others and navigate tough challenges more effectively.



The FourSight[®] Framework



Put the four types of thinking together and you get the FourSight Framework, a universal problem-solving process. Each stage requires a different type of thinking.



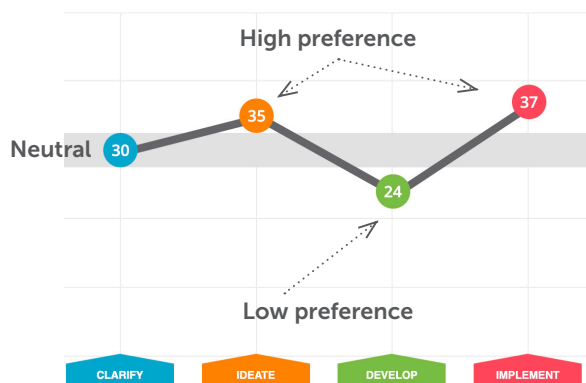
Cover all the bases

In the FourSight Framework (above) you can start at any stage, but a great solution requires all four types of thinking. Like in baseball, you have to touch all the bases to get a homerun.

Understand your profile

How to read your graph

Every FourSight Profile has four preference scores and a gray “neutral zone” that runs across the middle. Any point above it is a high preference. Any point below is a low preference. Points that fall within it are neutral preferences.



The “energy wave”

Think of the line that connects the four scores as an “energy wave” that predicts how your energy will rise and fall as you work through a challenge.

Preference is not ability

You have the ability to do all four types of thinking. A high preference doesn’t guarantee high performance, nor does a low preference suggest low performance. The performance depends on you, not your preference.

Self-aware + process-aware

FourSight gives you self-awareness and process-awareness so you can manage yourself in every stage of the problem-solving process.

15 thinking profiles

Your high preferences create your FourSight Thinking Profile. There are 15 different profiles. Some have one high preference. Others have two or three. Only the “Integrator” profile has nearly equal preferences for all four types of thinking. See them all at foursightonline.com/thinking-profiles.

On the next page, learn about the four types of thinking. See how people with high preferences tend to show up when they approach a challenge.

4 types of thinking

Clarify



Study the situation. Ask questions. Dig for data. Find the root cause.

Think it through. Anticipate problems. Make sure you're solving the right challenge.

Ideate



Think up new ideas to solve the challenge. Push past the obvious. Ask "What if...?"

See connections. Reverse assumptions. Pick the most promising ideas.

Develop



Evaluate, analyze and optimize ideas. Keep criteria for success in mind.

Think of the whole system. Engineer a solution that works. Plan for implementation.

Implement



Figure out what needs to get done and start doing it.

Get others on board. Don't worry about making it perfect. Learn as you go.

Thinking preferences



High clarify

- Likes to analyze the problem
- Examines the details
- Takes a methodical approach
- Seeks clarity before they act
- May get "analysis paralysis"

Are often

Focused, orderly, deliberate, serious, organized, factual, conscientious, realistic

May need

Order, the facts, the history, access to information, permission to ask questions

Can annoy others

Asking too many questions, pointing out obstacles, overloading people with information, being too realistic



High ideate

- Likes to explore ideas
- Imagines possibilities
- Thinks in global terms
- Takes an intuitive approach
- May miss the details

Are often

Adventurous, independent, playful, spontaneous, imaginative, social, adaptable, flexible

May need

The big picture, variety, change, room to be playful, constant stimulation, scope to dream

Can annoy others

Calling attention to themselves, getting frustrated if others don't get their ideas, talking in abstract terms, getting distracted



High develop

- Likes to craft solutions
- Evaluates an idea's pros + cons
- Analyzes potential solutions
- Plans steps to implement
- May get stuck making it perfect

Are often

Reflective, cautious, pragmatic, structured, planful, patient, sincere, earnest

May need

Time to consider and evaluate all the options, a chance to develop ideas

Can annoy others

Nit-picking, finding flaws in others' ideas, locking into one approach, taking too much time to perfect the solution



High implement

- Likes to get into action
- Makes ideas a reality
- Aims for workable solutions
- May act too quickly

Are often

Persistent, decisive, determined, assertive, unflappable, self-starting

May need

For others to keep up, a sense of control, timely responses to their ideas

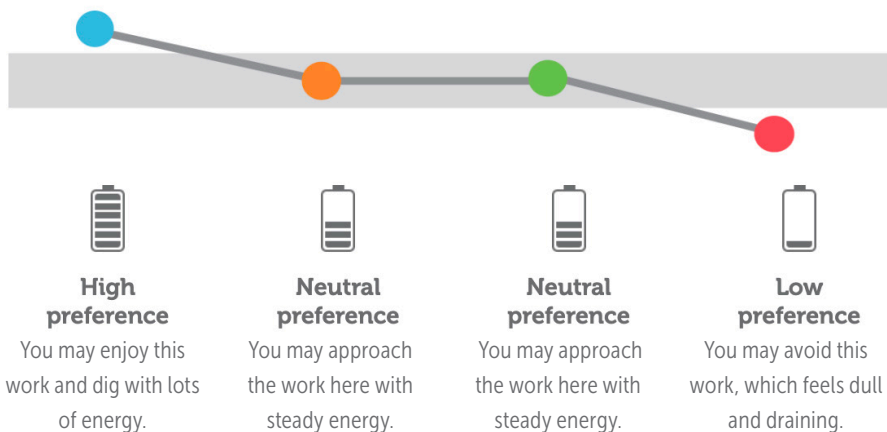
Can annoy others

Being pushy, overselling ideas, expressing frustration if others don't keep up, taking over

Collaborate better

Prefers to	They appreciate...	Tactical suggestions for communicating	Invite them to...
Clarify	Facts, background, data references, evidence, logic	Give a clear, sequential, linear explanation of the facts. Offer access to more information. Use outlines, timelines, grids, graphs, charts and tables.	Ask questions
Ideate	The big picture, humor, stories, a clever "hook", visuals	Emphasize the big picture, big idea or compelling story. Avoid getting too bogged down by less relevant facts and details.	Contribute ideas
Develop	Time, precision, fair-mindedness, high level of execution	Build a structured argument. Be fair-minded and pragmatic. Identify areas that need to be refined. Synthesize your presentation with summary at the end. Don't rush a decision.	Improve the solution
Implement	Decisiveness, direction, speed, action, results	Be brief and clear. Explain the goal. Present the essential facts. Highlight the action steps. Show how to move this idea forward.	Take action

Manage highs and lows



Solve the problem where the task requires, not where your preferences want you to go.

Find out more

Go to the FourSight Thinking Coach web app to download the full, 24-page FourSight Thinking Profile Interpretive Guide and watch your personal Profile Slideshow.

aa.foursightonline.com/thinking-coach

Where does FourSight come from?

In the early 1990s, Gerard J. Puccio, Ph.D., Distinguished Professor from the State University of New York—Buffalo State, began to investigate the correlation between individual behavior and creative-problem-solving preference. The result is the FourSight Thinking Profile, which measure people's preferences for the four types of thinking essential to solving complex challenges.