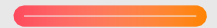
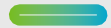
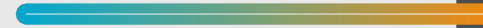


# FourSight<sup>®</sup> Thinking Profile

## Interpretive Guide

Based on Research by  
**Gerard Puccio, PhD**





# What kind of thinker are you?

Introducing the FourSight® Thinking Profile.

Humans are natural problem solvers, but we do it in very different ways. So working together can be rough or rewarding. It all depends on how well you know yourself as a thinker.

The FourSight Thinking Profile is a scientific measure of thinking preference. It reveals how you naturally approach any kind of challenge that needs critical and creative thinking. It helps you reflect on your own problem-solving style and understand why others might approach the same problem or opportunity so differently.

Through analyzing more than six million data points on cognitive diversity in creative problem solving, Distinguished Professor Gerard Puccio from the State University of New York (Buffalo State) discovered that more than 80% of us prefer some types of thinking over others. He called those thinking preferences.

When people understand how thinking preferences work, they can solve complex challenges more easily. Left unmanaged, however, thinking preferences can cause breakdowns and frustration. Ever notice how some people seem to ask too many questions? Or have too many ideas? Or make things too complicated? Or rush to finish things too quickly? Those are thinking preferences in action.

With FourSight, you can see and manage your thinking preferences so you can become a more effective problem solver, collaborator and or innovator. You'll learn to appreciate differences, avoid blind spots, reduce conflict and leverage everyone's best thinking to make better teams and get better results.

## Use this guide to...

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It all starts with the universal problem-solving process...



Clarify

Ideate

Develop

Implement

# Discover your thinking profile

Solving a complex challenge requires four types of thinking. The FourSight Thinking Profile measures your preference for each one.



## The FourSight Framework

Put the four stages of the problem-solving process together and you get the FourSight Framework (above). Each stage requires a different type of thinking.

## Preference is not ability

We all engage in all four types of thinking required to solve a complex challenge. The FourSight assessment doesn't measure thinking ability or skill. It measures thinking preference. The high points on your graph reflect the types of thinking you most prefer. These are probably the parts of the problem-solving process that energize you. Low points show activities you may avoid or shortchange. A high preference does not guarantee ability, nor does a low preference suggest lack of ability.

## There are no "good" or "bad" scores

Every profile has a vital contribution to make to the problem solving process. The goal is not to change your thinking profile, but to understand it and manage it effectively.

## Look at the energy wave

When you see your profile graph, instead of focusing on the four scores, look at the line that connects them. This is your "energy wave." It suggests how your energy will rise and fall as you work through a complex challenge. The more extreme the peaks and valleys, the more you may experience a surge or drain of energy as you move from one stage to another.

## Is a low preference a bad thing?

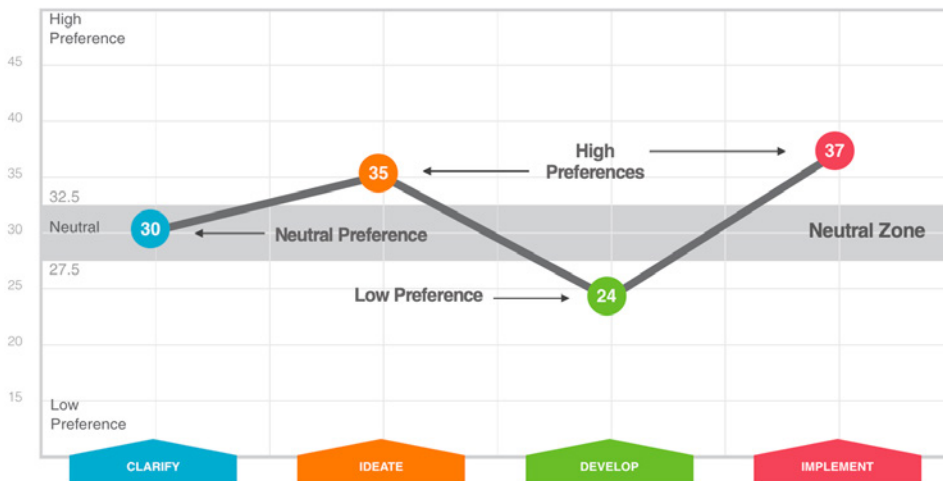
If you have a low preference, you may try to move quickly through that stage of the problem-solving process. That can be an advantage if the challenge doesn't need that type of thinking. Awareness is the key to managing both low and high preferences.

## Problem-solving skills can be learned

The brain, like a muscle, can be developed. Use your FourSight Thinking Profile as a personal prescription for self development. It can help you anticipate where you'll need additional tools, practice and support when you solve a challenge, and where you can bring energy to others.

# A sample graph

Faced with a challenge, we clarify the problem, generate ideas, develop solutions, and implement them. The 4 stages are universal, but most people prefer some over others.



## Understanding your results

This profile graph shows four scores. They reflect an individual's level of preference to clarify, ideate, develop and implement. Each type of thinking can show up as a high, neutral or low preference score.

## The neutral zone

Across the center of the four scores is a gray bar. We call it the "neutral zone." Any point above it is a high preference. Any point below is a low preference. Points that fall within are neutral preferences. If your four scores all fall in the neutral zone, you have a "Integrator" profile. (Read more on page 11).

## How do we calculate your neutral zone?

The neutral zone always spans five points, but where it falls on the graph depends on your scores. To place it, we find the midpoint between your highest and lowest scores. Then we draw a horizontal line 2.5 points above and below it to create a 5-point range. In the FourSight measure, 5 points represents one standard deviation.

# The four preferences

## Clarify



### People who prefer to clarify

- Enjoy exploring challenges and opportunities
- Like to examine the details
- Want a clear understanding of the issue
- Prefer a methodical approach
- May suffer from “analysis paralysis”

#### High clarifiers are often

- Focused
- Orderly
- Deliberate
- Serious
- Organized
- Conscientious
- Factual

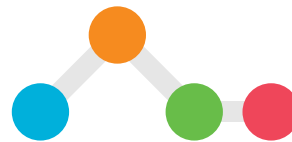
#### May need

- Order
- The facts
- An understanding of history
- Access to information
- Permission to ask questions

#### Can annoy others by

- Asking too many questions
- Pointing out obstacles
- Identifying areas that haven't been well thought out
- Overloading people with information
- Being too realistic

## Ideate



### People who prefer to ideate

- Enjoy playing with ideas and possibilities
- Like to stretch their imagination
- Enjoy thinking in global and abstract terms
- Take an intuitive approach to problem solving
- May overlook details

#### High ideators are often

- Adventurous
- Independent
- Playful
- Spontaneous
- Imaginative
- Social
- Adaptable
- Flexible

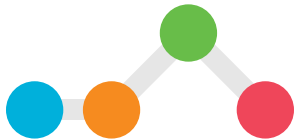
#### May need

- The big picture
- Variety and change
- Room to be playful
- Constant stimulation
- Scope to dream

#### Can annoy others by

- Drawing attention to themselves
- Being impatient when others don't get their ideas
- Offering ideas that are too off-the-wall
- Being too abstract
- Not sticking to one idea

# Develop



## People who prefer to develop

- Enjoy putting together workable solutions
- Evaluate the pluses and minuses of an idea
- Want to analyze potential solutions
- Like to plan the steps to implement an idea
- May get stuck developing the perfect solution

### High developers are often

- Reflective
- Cautious
- Pragmatic
- Structured
- Planful
- Sincere
- Earnest

### May need

- Time and space to consider all the options
- A chance to evaluate
- The opportunity to develop ideas

### Can annoy others by

- Being too nit-picky
- Finding flaws in others' ideas
- Getting locked into one approach
- Taking too much time to perfect the solution

# Implement



## People who prefer to implement

- Like to see things happen
- Enjoy making ideas a reality
- Like to focus on “workable” solutions
- Take the Nike approach (Just do it!)
- May leap to action too quickly

### High implementers are often

- Persistent
- Decisive
- Determined
- Assertive
- Action-oriented
- Unflappable
- Self-starting

### May need

- Assurance that others are moving just as quickly
- A sense of control
- Timely responses to their ideas

### Can annoy others by

- Being too pushy
- Overselling their ideas
- Readily expressing their frustration when others do not move as quickly
- Taking over

# 15 Thinking Profiles

Your combination of high preferences create your FourSight profile. The peaks and valleys of your profile reveal how you work through the problem-solving process—where you get energized and where you run out of steam. Some profiles have one high preference. Others have two or three. The "Integrator" profile has an equal preference for all four types of thinking.

## 1 high preference



### High clarify = "Clarifier"

Clarifiers have a desire to know the facts, figures and history of a situation. Their firm grasp of reality ensures that progress occurs on solid ground. Clarifiers want to pinpoint the right problem to solve in order to avoid wasting time on off-target ideas and irrelevant solutions. Clarifiers are precise when it comes to research and information. They pay remarkable attention to detail and often have excellent recall. They are conscientious, dutiful and diligent, showing a high degree of patience for work that requires close scrutiny of information. Before leaping into action, Clarifiers want to understand the nature of the challenge and will ask questions (and more questions) to gain clarity.

This need for information can lead to unique insights, but it can also lead to "analysis paralysis." Clarifiers' desire to think things through before they act can make them overly cautious and slow to embrace change. Their effort to secure all of the facts might not always be worth the investment of time. Clarifiers may need to build their tolerance for ambiguity and risk and recognize that sometimes any action is better than no action. When others get enthusiastic about a new idea, a Clarifier's questions might come across as negative or skeptical. Clarifiers should assure others that their intent is not to criticize, but to use their clarifying powers to launch others forward on the right footing.



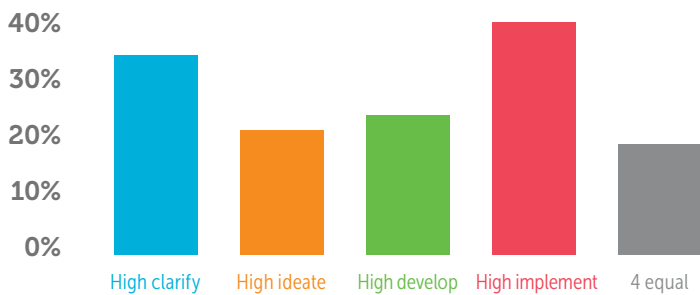
### High ideate = "Ideator"

Ideators love to play with ideas, explore perspectives and invent alternatives. They are dreamers. For them, the world is full of possibilities. Ideators are global thinkers, comfortable making guesses, offering hypotheses, using intuition, seeing connections, and simply making things up. They fuel problem solving with novelty, originality and aesthetic flare. Ideators are energetic, spontaneous, playful, curious, social, flexible, and adventurous. They are quick to challenge the status quo and don't mind standing out from the crowd. They are open to change, attracted to novelty and adaptable in new situations. Ideators tend to have a wide set of

interests. They like variety, autonomy, independence and improvisation, and they feel stifled in situations that are too structured, rule-bound or routine. Ideators' curiosity and love of variety can make them prone to distraction, and their gift for global thinking can cause them to overlook details. When communicating, Ideators should know that their ideas might sound random, strange, even alarming to others. They should be prepared to color in their abstract ideas with more concrete details, facts and plans. Ideators should never let naysayers crush their creative spirit. Once they successfully harness their imaginations, they have the power to change the world.



## How common are these preferences?



Your profile may have one or more high preferences. See how many others share yours.



### High develop = "Developer"

Developers are perfectionists. They use their meticulous minds to refine and optimize plans and solutions. To a Developer, there is always room for improvement. Developers enjoy the challenge of figuring out how to make things work better. They are deliberate tinkerers, who can fully immerse themselves in a challenge and revel in all its complexities and nuances. Developers possess remarkable stick-to-itiveness, and can display unwavering dedication to a particular idea, person, decision or action. They are sincere, earnest, patient, deliberate, meticulous and loyal. They tend to be practical, methodical, linear and critical thinkers who naturally analyze the pros and cons of a given situation. Developers are craftsmen

who like to figure out how the strands of a complex solution weave together. They enjoy experimenting with ideas and testing hypotheses. They are drawn to problem solving, intellectual pursuits and scientific or mathematical challenges. Sometimes, the Developer's push for perfection can result in diminishing returns. Developers must learn to recognize when it is time to stop tinkering and start implementing. They need to explore alternatives and avoid letting their singular focus become an obsession. When working with others, Developers want to be sensitive not to let their critical evaluation be a "wet blanket." Instead, they can use their patient diligence to provide insights that will help move a solution from good to great.



### High implement = "Implementer"

Implementers like to make things happen. They are action-oriented and take pride in getting things done. Fast! Implementers have little patience for talk without action. They would rather spend their time creating a "to do" list and checking things off. Implementers are assertive, confident, decisive, determined, persuasive and self-starting. With their seemingly boundless energy and drive, Implementers are open to taking risks and come across as unflappable and self assured. When things seem to be going in circles, Implementers can move things forward. They can be honest to a fault, and find it hard to hold back their views. The Implementer's challenge is impatience. Implementers

may think that anyone not moving as fast as they are is not moving at all. Others may see Implementers as pushy, insensitive, domineering or taking over. In their drive for results, Implementers may speed past reflection, incubation and analysis, making them vulnerable to solutions that are not fully formed or premature action. Remember the carpenter's motto: "Measure twice, cut once." Implementers need to be sure that their strong desire to get things done doesn't get in the way of getting things done right. They should be careful not to oversell or to persuade others through sheer force of will and instead use their powers of motivation to ensure that all the important work gets done.

## 2 high preferences



### High clarify & high ideate = “Early Bird”

Early Birds take on a challenge with lots of energy. They enjoy finding problems and opportunities to tackle. They are quick to think up ideas and possible solutions. Early Birds at their best have a sixth sense for which problems to focus on and effortlessly come up with clever ideas and original solutions. Their potential watch out is the half-finished initiative—those really great ideas that never get off the ground. That’s because, after bringing the problem into focus and coming up with brilliant ideas, they

tend to grind to a halt. Their energies fade rapidly as their brilliant idea goes through necessary stages of refinement and gets put into action. Early Birds can benefit from strategies that help them see an idea through to the end. They may do well to collaborate with Developers and Implementers. They can improve their output by learning to pace themselves and save enough energy for the final stages of refining solutions and bringing them to action. Quite simply, Early Birds would be wise to keep their eye on one task before getting distracted by the next interesting opportunity.



### High clarify & high develop = “Analyst”

Analysts enjoy exploring problems. They have a knack for thinking critically, scrutinizing situations, evaluating information and working with details. Without a moment’s hesitation, the effective Analyst can cherry-pick a promising idea and develop it into a workable solution. Overall, their approach is very calculated and scientific. They want to be sure the right problems are being addressed. They can’t rest until raw ideas are weighed, refined and carefully worked into realistic, elegant solutions. Analysts are “serious” thinkers. They don’t care much for playing with lots of ideas or

pushing their solutions into action. Not surprisingly, their potential watch out is being too dismissive of playfulness—and too scornful of the messy business of putting theory into practice. They need to remember that imagination can grease the wheels of a “stuck” problem; playfulness can improve working relations; and enacting solutions is the only way to fulfill their promise. Analysts may do well to collaborate with Ideators and Implementers. They can benefit from flexing their imaginations and developing strategies for moving ideas off the drawing board into reality.



### High clarify & high implement = “Accelerator”

Accelerators enjoy identifying problems and eliminating them. The Accelerator’s approach is direct and straightforward: find a problem or opportunity, and do something about it. They just plow straight through a challenge, showing little patience for considering a wide variety of ideas or for taking the time to refine and develop those ideas. Accelerators get stuff done. At their best, they seize opportunities and eliminate problems quickly and efficiently. The watch out here is impatience. The Accelerators’ urgency to

reach the finish line makes them uncomfortable with the ambiguity of generating lots of options and considering a wide range of ideas. They’d also just as soon skip over crafting ideas into elegant solutions. They just want the job done. Left to their own devices, Accelerators suffer from a tendency to run with the first idea that addresses the issue at hand. Accelerators may do well to collaborate with Ideators and Developers. They can benefit from putting the brakes on their forward momentum and opening up the challenge to new thinking and refined solutions.



### High ideate & high develop = “Theorist”

Theorists are great at the drawing board: that is, they have great energy for playing with lots of ideas and unbound enthusiasm for weighing, refining and elaborating on the most promising of those ideas. Theorists are highly conceptual and theoretical thinkers. It could be said that they’ve never met a challenge they couldn’t resolve—at least on paper. The Theorist has a tendency to believe anything and everything is possible. If thinking could only make it so... But Theorists have trouble grounding their thinking in reality. Don’t bother them with the facts. They have little patience

for examining the problem and its history. And don’t expect them to get their hands dirty with putting their plans into action. They’d rather toy with ideas and work them to perfection. The watch out for Theorists is the risk of focusing on the wrong problem and running out of gas before getting the solution on the road. Theorists may do well to collaborate with Clarifiers and Implementers. They can improve their output by taking more time to explore the challenge or opportunity and by putting greater effort into carrying their ideas through to completion.



### High ideate & high implement = “Driver”

Drivers play with lots of possibilities, and when the spirit moves, they leap to action. They have no shortage of ideas, and when they get excited about a particular idea, they put great energy into implementing it. In the Driver’s mind, there is little time to take a breath between the birth of an exciting concept and its implementation. Around Drivers at their best, ideas seem to burst into fruition. Of course, this can happen at the expense of a more deliberate approach to assessing the challenge at hand. Drivers don’t tend to

dawdle over researching and defining the problem. Nor are they very patient with analyzing and refining their ideas. The Driver’s strength is the ability to generate lots of possibilities and the confidence to march those ideas right into reality, half-baked or not. Drivers may do well to collaborate with Clarifiers and Developers who can help them to focus on the right problem and be more selective about what ideas they push forward. They can benefit from spending a little more time checking the facts and refining ideas.



### High develop & high implement = “Finisher”

Finishers take great pride in getting the job done. Hand them a good idea and they’ll make it better—and make it happen. They have great zest for analyzing and developing ideas, as well as putting them into action. They are most effective when presented with a problem and a promising idea. They can be very determined when it comes to moving an idea from rough plan to reality. They are quick to refine the solution and implement it. This speed, however, can come at the expense of a more deliberate approach. The Finisher tends to breeze past—and sometimes

skip over—the critical early stages of the problem-solving process (i.e., checking the data and playing with ideas). They may overlook opportunities and novel approaches and find themselves frustrated in the face of people who insist on revisiting an overlooked piece of data or championing an alternative approach. Finishers may do well to collaborate with Clarifiers and Ideators. They can benefit from examining the situation more closely before committing to an approach, and opening the floodgates to a wider range of options before ideas are rushed to completion.

# 3 high preferences



## High clarify, high ideate & high develop = "Hare"

Hares appear to lead the pack in the race for a solution. They are wonderful planners. They do their homework to find the right problem. They use their imaginations to explore varying approaches to the situation. They deliberately select and develop their best ideas. They know precisely what needs to be done, making them highly effective advisors. With ease and grace, the high-performing Hare brings an opportunity to the brink of action. The problem arises there on the

brink. Hares may suddenly lose focus and doze off before their brilliant idea makes the leap to reality. For such a promising candidate, the only element missing from their process is the actual doing. For this reason Hares can sometimes overestimate what they can accomplish. They may do well to collaborate with Implementers who can help make their plans operational. The moral for the Hare: Don't forget to finish the race.



## High clarify, high ideate & high implement = "Idea Broker"

Idea Brokers are problem-solving activists. They do their homework. They generate and play with lots of ideas. They quickly buy into an idea and move on it. Effective Idea Brokers know which problems and opportunities are worth pursuing. They are quick studies when it comes to thinking up and judging ideas. But the watch out is that Idea Brokers can become so enamored with an idea they have a tendency to jump straight into implementation. That's because their energy tends to

dip noticeably during the step in the problem-solving process when they are called upon to develop rough ideas into workable solutions. Idea Brokers could improve their effectiveness by allowing more time for the idea's evaluation and development. They may do well to collaborate with Developers. They would be wise to cultivate patience for developing prototypes that could be used to test and refine their best ideas before they race into action.



## High clarify, high develop & high implement = "Realist"

Realists are practical, pragmatic and predictable. They like delving into problems, refining ideas and taking action. Realists, like Analysts, tend to be rational and methodical in their approach to problem solving. But unlike Analysts, Realists have energy for transforming their ideas into action. They find a problem, they find a solution, and they throw their energies into making it a reality. Their

challenge is to learn to allow their imaginations to take flight and to stretch for out-of-the-box approaches. Collaborating with Ideators and learning to trust their intuition may increase their range of results. Realists become more effective as they learn to stretch their thinking to consider more alternatives and possibilities. Realists may benefit from the deliberate use of ideation tools and techniques to expand their ideas.



### High ideate, high develop & high implement = "Optimist"

Optimists' creative energy really picks up steam when called on to think up new ideas.

They remain fully engaged and enthusiastic through subsequent stages of refining those ideas and are even able to maintain momentum into implementation. Optimists are imaginative and playful, while possessing sufficient drive to refine and implement the best ideas. Where the Optimists' energy wanes is in the earliest stage of bringing a problem or opportunity into focus. Knowing the details may dampen their enthusiasm as they are forced to take a closer look at reality. And

while ignorance can sometimes be bliss, Optimists may put a lot of energy into solving the wrong problem or chasing opportunities with low yield. Optimists may do well to collaborate with Clarifiers. Learning to spend more time collecting information and identifying the real problem or the most promising opportunity will do much to enhance their effectiveness. While Optimists are good at reacting to a situation, they can expand their repertoire by being more proactive when it comes to focusing on the right problems to solve.

## 4 equal preferences



### Nearly equal preferences = "Integrator"

Integrators take an even-handed approach to the creative process with a profile that shows no particular peaks or valleys. Integrators' energies stay rather steady. They clarify the challenge, ideate on possibilities, develop solutions and implement them. Their flexibility can make them good team players, adapting to people with different profiles and accommodating whatever the task requires. Integrators enjoy collaboration and may experience frustration when they sense that others

are not as committed to the task. The challenge for Integrators is becoming too accommodating. They run the risk of losing their own voice and simply following others' leads, particularly when others have strong preferences. They must remember to diagnose the situation for themselves and advocate for the most appropriate response. Note: Even the Integrator graph often has a distinct shape or "shadow profile." Determine what your shadow profile is, and read that description as well.

## What percentage of people share my profile?

1 high	2 high	3 high	4 equal
Clarifier 13%	Early Bird 2%	Hare 1%	Integrator 19%
Ideator 9%	Analyst 8%	Idea Broker 1%	
Developer 7%	Accelerator 6%	Realist 3%	
Implementer 21%	Theorist 1%	Optimist 1%	
	Driver 6%		
	Finisher 2%		

# Manage your highs & lows

The next time you face a challenge, use your awareness of thinking preferences to help you focus your energies. Solve the problem where the task requires, not where your preferences want you to go.

## Anticipate your energy

The 4-stage problem-solving process looks linear and logical. But most of us don't approach challenges that way. We let our preferences dictate where we spend our time and energy. Use your awareness of thinking preferences to manage your energy and give every stage the energy it requires.



# Collaborate smarter

When people with different preferences work together, it leads to (worst case) conflict or (best case) better outcomes. Use your understanding to collaborate more effectively with others.

## FourSight researchers discovered 3 things

1. To solve a complex challenge, you need 4 types of thinking.
2. 80% of people prefer some types of thinking over others.
3. We are naturally attracted to people who think like us.

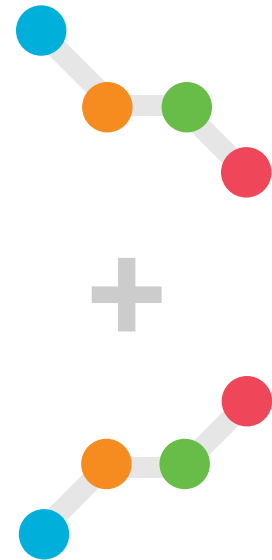
## We avoid the people who can help us most

Think of the implications. Essentially, it means that we all have blind spots in our problem solving approach, but we unconsciously avoid people who could help us fill in those gaps. We tend to favor, hire, promote and collaborate with people who think like us.

In one FourSight research study, when 275 teachers were asked to describe their "ideal student," they chose students whose characteristics matched their own thinking preferences. Being conscious of your FourSight thinking preferences can help you overcome that implicit bias. You can actively seek out and collaborate with people who think differently, thereby improving the quality of your result.

## On your next project, ask yourself...

- 1 **How can I leverage my thinking preferences?** Where will my energy likely rise and fall? How can I manage my high and low preferences?
- 2 **What do others need?** Who will be working on this project? What are their preferences? What do they need from you to contribute their best work?
- 3 **How can the group collaborate effectively?** What are the group's collective preferences? How can we manage those to collaborate and solve problems more effectively?



# Build better teams

Tap your team's problem-solving super powers by teaching people to respect and leverage cognitive differences, not just tolerate them.

## True Story:

### From high stress to high performance

Partners in a small start-up firm were locking horns. One (a high implementer) criticized her colleague saying, "You're always complaining but never doing anything about it." He (a high clarifier) retorted, "You run around here like a chicken with its head cut off." After taking FourSight, the partners began to see things differently. She suddenly heard his "complaining" as an ability to notice and isolate problems. She started using his knack for clarifying to help her focus energy on relevant issues. He, in turn, began to appreciate her ability to put his insights into action.

**Moral:** Because no one preference is intrinsically better or worse, understanding your own and others' preferences often leads to more generous listening, more patience, less stress, greater appreciation and higher performance.

## Be self aware + process aware

Research from IBM showed that teams who understand their FourSight thinking preferences and use the FourSight Framework to manage challenges outperform others. The secret to success is to combine self-awareness with process-awareness. Teach team members to understand their thinking preferences and to understand the stages, steps and tools that power the FourSight Framework.

## Don't pick team members by preference

When building a team, choose team members based on skills, education, experience and interest—not preference. Use your understanding of preference to anticipate where the energy of the team will wax and wane. If a team has a low preference in a certain area, set aside extra time to make sure that problem solving work gets done. Don't let high preferences dominate the problem-solving process.

## Leverage differences for better results

Teams that understand and respect differences not only can avoid conflict, they can outperform other teams. For sustainable success, develop teams that know how to leverage diverse talents and thinking preferences. Those teams will have an easier time facing and overcoming complex challenges.

## Advertise the thinking you need

FourSight is not a selection tool, but it can help you attract the right talent. When you have a job to fill, in addition to the job description, be sure to advertise the type of thinking called for so you attract people who are energized by that work. For example, brainstorming will require a lot of ideation. Sales will call for a lot of implementation. Let people know, so, regardless of their preferences, they can join the team with a clear understanding of the task ahead.



### FourSight Group Profile

This sample profile shows high and low preferences, plus Integrators.



# Communicate better

Use these tips to communicate more effectively across preferences.

Prefers to	They appreciate...	Tactical suggestions for communicating	What they want to know...
<b>Clarify</b>	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.	What's the real problem to solve?
<b>Ideate</b>	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.	What are the possibilities?
<b>Develop</b>	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.	How can we take this from good to great?
<b>Implement</b>	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.	What's the bottom line here?

## Remember, when working with others:

<p><b>Give high clarifiers...</b></p> <ul style="list-style-type: none"> <li>• Order</li> <li>• The facts</li> <li>• An understanding of history</li> <li>• Access to information</li> <li>• Permission to ask questions</li> </ul>	<p><b>Give high ideators...</b></p> <ul style="list-style-type: none"> <li>• Room to be playful</li> <li>• Constant stimulation</li> <li>• Variety and change</li> <li>• The big picture</li> </ul>	<p><b>Give high developers...</b></p> <ul style="list-style-type: none"> <li>• Time and space to consider the options</li> <li>• A chance to evaluate</li> <li>• The opportunity to develop ideas</li> </ul>	<p><b>Give high implementers...</b></p> <ul style="list-style-type: none"> <li>• Assurance that others are moving just as quickly</li> <li>• A sense of control</li> <li>• Timely responses to their ideas</li> </ul>
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# Work across functions

Jobs have different cognitive demands. It makes sense that they attract people with different thinking profiles. The charts below show the average preference scores in 12 occupations. Keep in mind, every job function needs all kinds of thinkers.

## Jobs have thinking profiles, too.

- Many (but not all) jobs in finance call for clarifying.
- Many (but not all) jobs in sales call for implementation.
- Many (but not all) jobs in engineering call for clarifying and developing.
- Many (but not all) jobs in innovation call for ideation. .

## What if I'm not a match?

The graphs below show only averages. Every occupation has a wide range of preferences and needs a wide range of thinkers. A job that matches your thinking preferences may be more enjoyable over time. Jobs that call on your low preferences feel more taxing.



# Collaborate to innovate

Innovation is a team sport. Whether you bring a new product to market or improve an internal process, innovation requires collaboration.

## A simple, common language

Innovation is fueled by people's ability to collaborate in the FourSight Framework. When an organization shares a simple, common language, people can collaborate more effectively across teams and across functions.

## Thinking preferences can save or sabotage

That doesn't mean collaboration is easy. Through the lens of FourSight, you can understand why. Take another look at the job functions on the previous page. Innovators (often high ideators) may get so excited about their big idea, they try to sell it with passion and their vision for the future. If that big idea is going to become a reality, chances are they'll need finance to fund it, IT to code it, engineering to build it, operations to manufacturing, and sales and marketing to sell it. Their passion and idealism may fall on deaf ears. The secret is to know how to talk about your "big idea" in a way that others can get excited too.

## Talk about your "big idea" so others can hear

### High clarifiers want to know...

- What's the problem you're solving?
- How does it connect to our strategy?
- What's the precedent? Best practice?
- Do you have research? Proof?
- Have you thought this through?

### High ideators want to know...

- What's the big new idea?
- What novel ideas are you exploring?
- What are you passionate & idealistic about?
- What's your vision for the future?
- How can we make things better by doing something new?

### High developers want to know...

- How could it work with existing systems?
- Who are all the people and systems it affects?
- How does it compare to other ideas?
- What are your criteria for success?
- What are your exact expectations of me?

### High implementers want to know...

- What's the bottom line?
- What needs to be done? By when?
- What you will be doing?
- What are the deadlines?
- Results do you expect?

# When you clarify

Investigate the issue. Figure out what challenge to address.

## Be conscious to:

- Start with an overall goal, wish or challenge in mind.
- Look at the situation from all angles. Be curious. Ask questions. Get background information.
- Don't make assumptions. Ask the "who, what when, where, why and how" questions.
- Use the key data to pull the challenge into focus.
- What challenges may lie ahead? Pinpoint the right challenge to address.
- Phrase the challenge as an open-ended question that invites solutions ("How might ....").



The wise person  
doesn't give the right  
answers, but poses  
the right questions.

**Claude Levi-Strauss**

# When you ideate

Start with a clearly defined challenge and generate ideas to address it.

## Be conscious to:

- Turn off the voice of “the critic” in your mind and let the ideas flow.
- Rather than go for one perfect idea, consider lots of possibilities. (Generating lots of ideas is the best way to get a few great ones.) Build on other ideas.
- List all the obvious ideas first, then stretch for wild and unusual ones. Go for at least 20 ideas.
- Look at the issue from a new angle: what might you substitute, combine, modify, eliminate?
- Pick a random image or object and ask yourself, “When I look at this, what ideas do I get for solving my challenge?” Make new connections.



The best way to have good ideas is to have lots of ideas.

**Linus Pauling**

# When you develop

Turn rough ideas into a refined, robust solution.

## Be conscious to:

- Consider the proposed ideas. Weigh each against your criteria for success.
- Shape a solution prototype, that meets the criteria for success.
- Articulate what you like about the solution. Imagine the opportunities that might arise if it works.
- Phrase your concerns about the idea as open-ended questions ("How might...?"). Think of ways to overcome the main concerns.
- Identify key sources that will assist and resist implementation. Improve your solution.



Whatever is worth  
doing at all is worth  
doing well.

**Lord Chesterfield**



# When you implement

Launch your plan of action.

## Be conscious to:

- With assisters and resisters in mind, create an action plan that details who does what by when.
- Get into action, realizing that you will learn as you go.
- Keep a bias for action.
- Apply the Tom Peters motto to “Test fast. Fail fast. Adjust fast.”
- Ask: What’s working well? What should we change or do differently? What are we learning?
- Take action on something within 24 hours.



The 3 keys to  
business success:  
Test Fast, Fail Fast,  
Adjust Fast.

**Tom Peters**

# Frequently asked questions

Ever wonder about these things? Lots of people do.

## What exactly is a high preference?

A high preference is a stage in the problem-solving process where an individual feels “at home.” They instinctively know what to do. The thinking comes naturally and easily. It’s a comfortable mode of thinking that energizes them.

## What does the number of the score indicate?

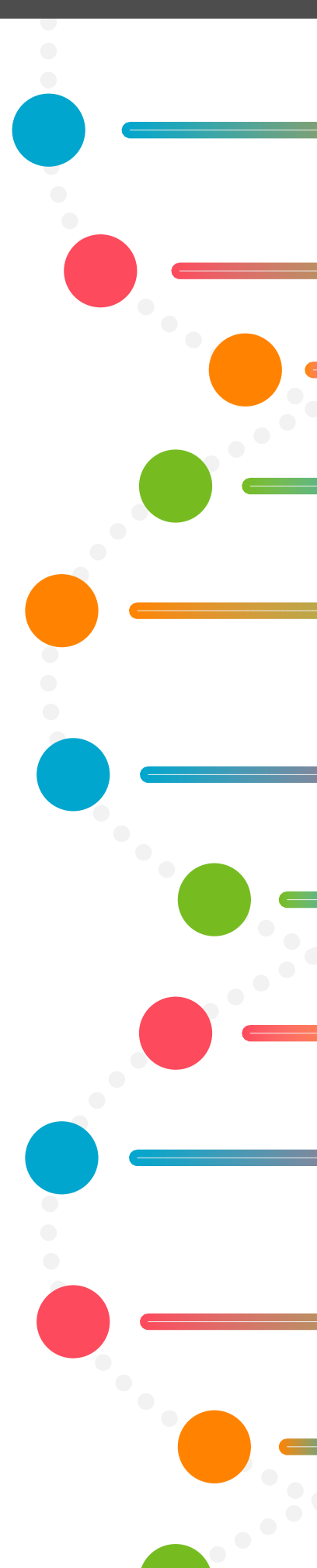
Your numerical score indicates how much energy you have for engaging in that type of thinking. The possible scoring range is from 9 to 45. The higher the score, the more energy you have for that stage of the process.

## What does a low preference mean?

The score simply indicates the strength of the preference. It shows how much energy and affinity you have for activities associated with that preference. It does NOT indicate skill or ability. People are capable of acquiring skills and abilities, even in areas of low preference. In fact, one of the benefits of measuring preferences through FourSight is that people can deliberately enhance their abilities to engage in activities that might not normally be engaging for them.

## What happens if I don’t have a high preference?

It’s no cause for alarm. In fact, that can be a good thing. If your scores all fall between the two horizontal lines, it indicates that you do not demonstrate a strong bias for or against any phase of the problem-solving process. This can be a tremendous asset, particularly in a group of people with varying profiles. We call the person with no strong preference an “Integrator” because they can move from one mode of thinking to the next, balancing the group by taking on the necessary mindset and skill set of each phase of problem solving. Integrators tend to be harmonizers in a group.





# Learn more

Take your problem solving and collaboration skills to the next level.

## We've got more resources for you

Learn even more about your FourSight Thinking Profile, when you go to the FourSight Thinking Coach web app. It's free. Just type in the email you entered to take the assessment.

[aa.foursightonline.com/thinking-coach](http://aa.foursightonline.com/thinking-coach)

## Access your FourSight profile any time

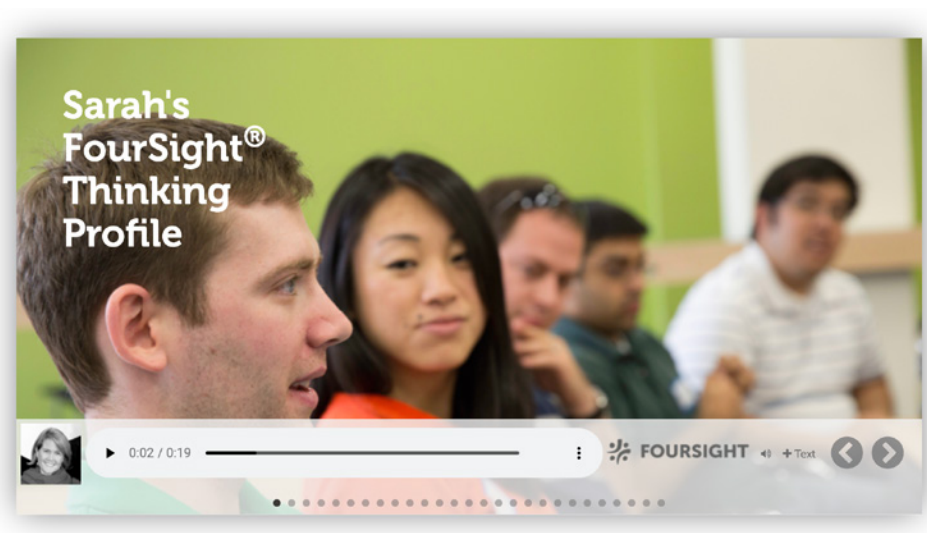
The FourSight web app gives you easy access to a digital copy of your FourSight profile and the short form of this interpretive guide.

## Watch your personalized Profile Slideshow

Watch your 10-minute personal Profile Slideshow to get coaching on your own high, neutral and low preferences.

## Learn tools that make you more effective.

Tools make a job easier. Learn thinking tools that can make you more effective and more confident when you clarify, ideate, develop and implement. Find out more at [app.foursightonline.com/thinking-coach](http://app.foursightonline.com/thinking-coach).



# Where does FourSight come from?

In the early 1990s, professor and researcher Gerard J. Puccio, Ph.D., of the State University of New York (SUNY) College at Buffalo, began to investigate the correlation between individual behavior and creative problem solving preference. Over the next ten years, he put his theory through rigorous testing and validation studies. The result, the "FourSight Thinking Profile," is a scientific way to measure people's preferences for the four types of thinking essential to solving complex challenges. Now a Distinguished Professor and Chair of the Department of Creativity and Change Leadership at SUNY, Puccio continues to research the critical interplay of people and processes that result in innovative solutions. To learn more, visit [creativity.buffalostate.edu](http://creativity.buffalostate.edu).

This interpretive guide represents the long-time collaboration of researchers, facilitators, trainers, technologists, writers and designers. FourSight is a team with diverse skills and diverse thinking preferences. Many thanks to Sarah Thurber, Blair Miller PhD, Russ Schoen, Greg Sonbuchner, Ashish Kumar, Jitendra Rai, Selcuk Acar PhD, Kelly Roberts, Christine Long, Janice Francisco, and to Dorte Nielsen who designed the FourSight process model.

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