

FourSight® Thinking Profile

Discover your preferences as a creative thinker

The FourSight® Thinking Profile is an in-depth problem-solving assessment, based on 10 years of research. It reveals what parts of the creative process naturally align with your thinking style.

A universal process

Humans are naturally creative. Every day we solve new problems, meet new challenges, and pursue new opportunities. We do it, whether we know it or not, by following the universal steps of the creative process.

Discover your profile

The FourSight® Thinking Profile reveals your preference for each of the four distinct steps of the creative problem-solving process. Knowing your preference(s) unlocks your ability to solve problems, collaborate, and lead with better results.

Directions:

The 36 statements on the following pages describe various activities associated with solving problems or dealing with challenging situations. **For each statement indicate the extent to which you feel the statement describes you.** Do not worry about how effective you are in regard to that activity; instead, simply consider the extent to which it sounds like you. Respond to each statement by indicating how descriptive that statement is of you. **Indicate your response by placing an “X” through one of the dots that follow each statement.** The response scale ranges from “Not like me at all” to “Very much like me.” Remember, there are no right or wrong answers, just opinions about yourself—not the way you wish you were, but the way you honestly are.

Examples:

	Not like me at all		Like me		Very much like me
29 I am a tall person.	○ ○	X ○	○ ○	○ ○	○ ○
30 I enjoy eating salad.	○ ○	○ ○	○ ○	○ ○	X ○

Please complete the whole four-page survey (on pages 179, 181, 183, and 185) before you begin scoring your results. You’ll find scoring directions on pages 187-189.

Name: _____	Not like me at all		Like me		Very much like me	Scoring Only ↓
1 I like testing and revising my ideas before coming up with the final solution or product.	○ ○	○ ○	○ ○	○ ○	○ ○	1 ____
2 I like taking the time to clarify the exact nature of the problem.	○ ○	○ ○	○ ○	○ ○	○ ○	2 ____
3 I enjoy taking the necessary steps to put my ideas into action.	○ ○	○ ○	○ ○	○ ○	○ ○	3 ____
4 I like to break a broad problem apart and examine it from all angles.	○ ○	○ ○	○ ○	○ ○	○ ○	4 ____
5 I find it difficult to come up with unusual ideas for solving a problem.	○ ○	○ ○	○ ○	○ ○	○ ○	5 ____
6 I like identifying the most relevant facts pertaining to a problem.	○ ○	○ ○	○ ○	○ ○	○ ○	6 ____
7 I don't have the temperament to sit back and isolate the specific causes of a problem.	○ ○	○ ○	○ ○	○ ○	○ ○	7 ____
8 I enjoy coming up with unique ways of looking at a problem.	○ ○	○ ○	○ ○	○ ○	○ ○	8 ____
9 I like to generate all the pluses and minuses of a potential solution.	○ ○	○ ○	○ ○	○ ○	○ ○	9 ____
Scoring key for ____ :	1	2	3	4	5	
Scoring key for ○ :	5	4	3	2	1	

**Don't score yet. Turn to page 181
and continue the assessment.**

**Total each column
then transfer column totals to page 189**

	Not like me at all		Like me		Very much like me	Scoring Only ↓
10 Before implementing a solution I like to break it down into steps.	○ ○	○ ○	○ ○	○ ○	○ ○	10 ____
11 Transforming ideas into action is not what I enjoy most.	○ ○	○ ○	○ ○	○ ○	○ ○	11 ____
12 I like to generate criteria that can be used to identify the best option(s).	○ ○	○ ○	○ ○	○ ○	○ ○	12 ____
13 I enjoy spending time looking beyond the initial view of the problem.	○ ○	○ ○	○ ○	○ ○	○ ○	13 ____
14 I don't naturally spend much time focusing on defining the exact problem to be solved.	○ ○	○ ○	○ ○	○ ○	○ ○	14 ____
15 I like to take in a situation by looking at the big picture.	○ ○	○ ○	○ ○	○ ○	○ ○	15 ____
16 I enjoy working on ill-defined, novel problems.	○ ○	○ ○	○ ○	○ ○	○ ○	16 ____
17 When working on a problem I like to come up with the best way of stating it.	○ ○	○ ○	○ ○	○ ○	○ ○	17 ____
18 I enjoy making things happen.	○ ○	○ ○	○ ○	○ ○	○ ○	18 ____
Scoring key for ____ :	1	2	3	4	5	
Scoring key for ○ :	5	4	3	2	1	

**Don't score yet. Turn to page 183
and continue the assessment.**

**Total each column
then transfer column totals to page 189**

	Not like me at all		Like me		Very much like me	Scoring Only ↓
19 I like to focus on creating a precisely stated problem.	○ ○	○ ○	○ ○	○ ○	○ ○	19 ____
20 I enjoy stretching my imagination to produce many ideas.	○ ○	○ ○	○ ○	○ ○	○ ○	20 ____
21 I like to focus on the key information within a challenging situation.	○ ○	○ ○	○ ○	○ ○	○ ○	21 ____
22 I enjoy taking the time to perfect an idea.	○ ○	○ ○	○ ○	○ ○	○ ○	22 ____
23 I find it difficult to bring my ideas to fruition.	○ ○	○ ○	○ ○	○ ○	○ ○	23 ____
24 I enjoy turning rough ideas into concrete solutions.	○ ○	○ ○	○ ○	○ ○	○ ○	24 ____
25 I like to think about all the things I need to do to implement an idea.	○ ○	○ ○	○ ○	○ ○	○ ○	25 ____
26 I really enjoy implementing an idea.	○ ○	○ ○	○ ○	○ ○	○ ○	26 ____
27 Before moving forward I like to have a clear understanding of the problem.	○ ○	○ ○	○ ○	○ ○	○ ○	27 ____
Scoring key for ____ :	1	2	3	4	5	
Scoring key for ○ :	5	4	3	2	1	

**Don't score yet. Turn to page 185
and continue the assessment.**

FOR SCORING USE ONLY:
Transfer the score for each item
to the white box on the corresponding line

19				
20				
21				
22				
23				
24				
25				
26				
27				
Total each column then transfer column totals to page 189				
	A	B	C	D

	Not like me at all		Like me		Very much like me	Scoring Only ↓
28 I like to work with unique ideas.	○ ○	○ ○	○ ○	○ ○	○ ○	28 ____
29 I enjoy putting my ideas into action.	○ ○	○ ○	○ ○	○ ○	○ ○	29 ____
30 I like to explore the strengths and weaknesses of a potential solution.	○ ○	○ ○	○ ○	○ ○	○ ○	30 ____
31 I enjoy gathering information to identify the root causes of a particular problem.	○ ○	○ ○	○ ○	○ ○	○ ○	31 ____
32 I enjoy the analysis and effort it takes to transform a rough concept into a workable idea.	○ ○	○ ○	○ ○	○ ○	○ ○	32 ____
33 My natural tendency is not to generate lots and lots of ideas for problems.	○ ○	○ ○	○ ○	○ ○	○ ○	33 ____
34 I enjoy using metaphors and analogies to come up with new ideas for problems.	○ ○	○ ○	○ ○	○ ○	○ ○	34 ____
35 I have little patience for the effort it takes to refine or polish an idea.	○ ○	○ ○	○ ○	○ ○	○ ○	35 ____
36 I tend to look for a quick solution and then fly with it.	○ ○	○ ○	○ ○	○ ○	○ ○	36 ____
Scoring key for ____ :	1	2	3	4	5	
Scoring key for ○ :	5	4	3	2	1	

Finished! Turn to page 187 for scoring instructions.

**Total each column
then transfer column totals to page 189**

Directions for graphing your score

Now that you have completed the FourSight® Thinking Profile, it's time to calculate your score. You can do this in 12 steps:

- Use the two scoring keys at the bottom of pages 179, 181, 183, and 185 to score each of your responses. (Note that the circled items use a different scoring key.)

34 I enjoy using metaphors and analogies to come up with new ideas for problems.	○	○	○	○	○	34 ⁵
35 I have little patience for the effort it takes to refine or polish an idea.	✗	○	○	○	○	(35 ⁵)
36 I tend to look for a quick solution and then fly with it.	○	○	○	○	○	36 ⁴
Scoring key for ____ :	1	2	3	4	5	
Scoring key for ○ :	5	4	3	2	1	

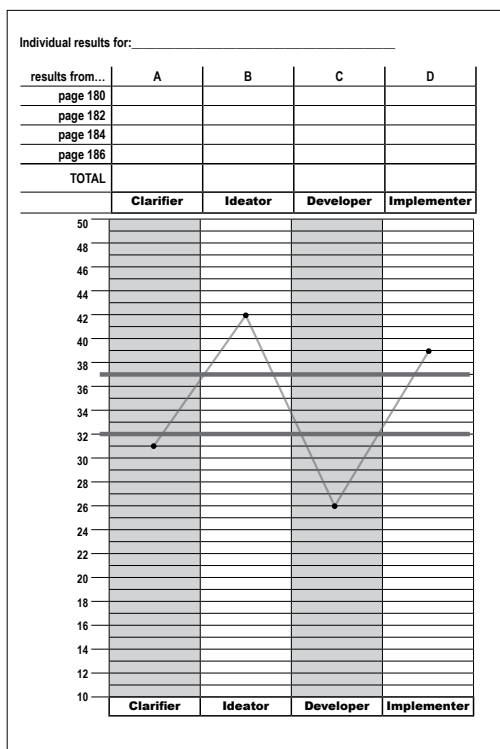
- Fold page at the dotted line and transfer each score to the corresponding white box on that row of the scoring grid.

- At the bottom of each scoring grid on pages 180, 182, 184, and 186, total the scores for each column.

Scoring Only ↓	FOR SCORING USE ONLY: the corresponding line				
28 ⁵	28		5		
29 ³	29				3
30 ³	30			3	
31 ⁴	31	4			
32 ²	32			2	
(33 ⁴)	33		4		
34 ⁵	34		5		
(35 ⁵)	35			5	
36 ⁴	36				4
Total each column total to page 13		4	14	10	7
		A	B	C	D

(continued)

4. Transfer your totals to the graph on page 189.
5. Add each column for a cumulative total for each preference.
6. Graph each of your four results in the appropriate column.
7. Draw a connector line between the dots.
8. Find your highest score and count down 5 — draw a horizontal line.
9. Find your lowest score and count up 5 — draw a horizontal line.*



What are your preferences?

10. Anything above the highest line is a high preference for you.
11. Anything below the lowest line is a low preference for you.
12. Anything between the lines is a non-preference.

*If these lines end up on the same value, count up 3 and down 3 and redraw the lines.

Individual results for: _____

results from...	A	B	C	D
page 180				
page 182				
page 184				
page 186				
TOTAL				
	Clarifier	Ideator	Developer	Implementer
50				
48				
46				
44				
42				
40				
38				
36				
34				
32				
30				
28				
26				
24				
22				
20				
18				
16				
14				
12				
10				
	Clarifier	Ideator	Developer	Implementer

There are no “good” or “bad” scores

Each of these four preferences has its own strengths and potential weaknesses. The high points on your graph reflect the types of thinking you most prefer.

Preference is not ability

Preference does not guarantee ability, nor does lack of preference suggest lack of ability. Creative thinking skills can be learned. The brain, like a muscle, can be developed. Growing more aware of your own preferences may help you anticipate where you'll need additional tools or more practice and where you might be of assistance to others.

What are your preferences?

For each preference, write whether you scored HIGH, LOW, or have NP (no preference)

Clarify: _____

Ideate: _____

Develop: _____

Implement: _____

Learn more about it

Now read the descriptions about each preference on the following pages and learn how to improve your skills at every stage of the creative process.

The preferences at a glance

Clarifier-at-a-glance

- Enjoys exploring challenges and opportunities
- Likes to examine the details
- Wants a clear understanding of the issue
- Prefers a methodical approach to solving problems
- May suffer from “analysis paralysis”

Ideator-at-a-glance

- Likes to look at the big picture
- Enjoys toying with ideas and possibilities
- Likes to stretch his or her imagination
- Enjoys thinking in more global and abstract terms
- Takes an intuitive approach to innovation
- May overlook details

Developer-at-a-glance

- Enjoys putting together workable solutions
- Likes to examine the pluses and minuses of an idea
- Likes to compare competing solutions
- Enjoys analyzing potential solutions
- Enjoys planning the steps to implement an idea
- May get stuck in developing the perfect solution

Implementer-at-a-glance

- Likes to see things happen
- Enjoys giving structure to ideas so they become a reality
- Enjoys seeing ideas come to fruition
- Likes to focus on “workable” ideas and solutions
- Takes the Nike approach to innovation (i.e., “Just Do It”)
- May leap to action too quickly

The Integrator

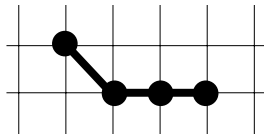
While most people have high and low preferences, roughly 20 percent of FourSight® respondents take a very even approach to the breakthrough thinking process. These so-called integrators show no particular peaks or valleys. Integrators’ energies stay rather steady as they work through the breakthrough thinking process. They can be very flexible team players, easily accommodating whatever the task requires. They may lose their voice in a group.

The four preferences

Clarifier

Clarifiers are...

Focused	Methodical
Orderly	Deliberate
Serious	Organized



Give Clarifiers...

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

Clarifiers 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

Clarifier in action

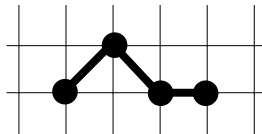
Albert Einstein was once asked, if some imminent disaster threatened the world and he had one hour to address the crisis, how would he spend his time. Einstein thought for a minute and then replied, "I would spend the first 55 minutes identifying the problem and the last five minutes solving it. For the formulation of a problem is often far more essential than its solution, which may be merely a matter of mathematical or experimental skill."

The four preferences

Ideator

Ideators are...

Playful Imaginative
Social Adaptable
Flexible Adventurous
Independent



Give Ideators...

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

Ideators 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

Ideator in action

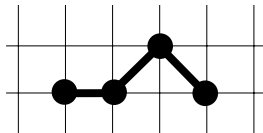
Edwin Land was an ideator. Like all ideators, he had the big picture. In fact, he made a fortune off the big picture, because Edwin Land was the inventor of the Polaroid camera. The story goes that after taking photographs for a full day in 1943, Land's three-year-old daughter asked why she had to wait for the film to be processed. Land considered her question, and, after much experimentation, he came up with the Polaroid camera, which made photographs that developed almost instantly.

The four preferences

Developer

Developers are...

Reflective Cautious
Pragmatic Structured
Planful



Give Developers...

Time to consider the options
Time to evaluate
Time to develop ideas

Developers annoy others by...

Being too nit-picky
Finding flaws in others' ideas
Getting locked into one approach

Developer in action

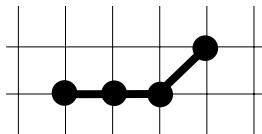
Thomas Edison was not actually the first to invent the light bulb, but he routinely gets the credit. That's because Edison did all the testing and retesting necessary to discover the materials for making the optimal light bulb. Then he purchased all the patents related to its development. Edison and his team tested literally thousands of different materials to find the ones that would burn brightest and longest. In fact one story goes that after 1,000 attempts to discover the perfect light bulb, Edison was asked, "What does it feel like to be a failure so late in your career?" And Edison replied, "Young man, you know little of how the world works. Where you see failure after 1,000 trials, I see that we're that much closer to a solution."

The four preferences

Implementer

Implementers are...

Persistent Decisive
Determined Assertive
Action-oriented



Give Implementers...

The sense that others are moving just as quickly
Control
Timely responses to their ideas

Implementers annoy others by...

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

Implementer in action

Alexander the Great, who brought nearly the entire known world under his rule before he died at age 32, may have been among history's greatest implementers. Like every other global aspirant in the 4th century BC, he knew the prophecy of the Gordian knot—that the person who could untangle it was fated to conquer the world. When one of his conquests actually brought him face to face with the cryptic knot, Alexander simply hefted his sword and cut it in two. You can almost imagine him looking up and saying, “Can we get on with the business of conquering the world now?”

Creating with others

FourSight has given you a look at your own strengths and potential pitfalls as a creative thinker. Now consider how you might collaborate more effectively with others. Then answer the questions on the following page to devise your individual plan.

Remember, when working with other preferences:



Give Clarifiers...

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



Give Ideators...

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



Give Developers...

- Time to consider the options
- Time to evaluate
- Time to develop ideas



Give Implementers...

- The sense that others are moving just as quickly
- Control
- Timely responses to their ideas

Devise your individual plan

1	Who are the people you work with? What are their preferences?
2	Who do you find it easiest to collaborate with? Who do you find it most difficult to collaborate with? What factors are operating there?
3	What steps might you take to shore up your weakest preferences to become a more creative thinker? How might you better exploit your strongest preferences?
4	What do you need to keep in mind to make it easier for others to collaborate with you?
5	Who would be good to collaborate with on a project that called on your strengths? Who would be good to collaborate with on a project that leaned on your weak points?
6	With whom do you find it easiest to share your ideas? With whom do you have difficulty communicating? What strategies can you use to overcome that?
7	What do you need to keep in mind when managing others?
8	What are the preferences of the people you admire? What can you learn from them?

To learn more about creativity and FourSight, visit: foursightonline.com