

EDGEDWELLER

THINKING PROFILE FOR LEADERSHIP AND INNOVATION – PERFORMANCE ASSESSMENT

SourceAmerica

Judy Johnson
Optimizer
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About the Thinking Profile Report

Who is EdgeDweller, Inc.?

In today's global market place, it takes continuous innovation to keep your organization connected to the future. EdgeDweller focuses on helping companies achieve continuous growth through innovation process and advanced problem solving. We offer assessment products, strategy tools and advanced problem solving techniques to empower organizations to satisfy increasingly demanding needs for sustainable share, advanced problem solving capacity and speed to market.

What is the Thinking Profile for Leadership and Innovation?

EdgeDweller has identified six unique Thinking Profiles required for advanced problem solving. The Thinking Profile for Leadership and Innovation is designed to identify your problem solving preferences within these ranges. The goal is to help you gain a better understanding of how to select, build and improve advanced problem solving teams.

We offer two ways to access and benefit from the Thinking Profile for Leadership and Innovation; the performance method and the behavior method. The performance method is an in-depth assessment that captures and evaluates your actual thinking patterns through problem solving exercises. It is designed to evaluate your capacity for new initiative problem solving by looking at the critical, functional and creative skill sets most significant to high performing innovations. The behavior method provides you with a quick way to identify your dominant Thinking Profile and informs the alignment of well-balanced problem solving teams.

What will I learn from the Performance Assessment Thinking Profile that follows?

The Performance Assessment Thinking Profile gives you a thorough, objective and conclusive assessment of your new initiative skill sets with recommendations for improvement. Based on over 30 years of experience in skill set analyses and development, we are confident this report can help you gain a better understanding of how to select, build and improve leadership and innovation skills and how to tap into the highest potential within your organization.

Remember, there is no one style that is good or bad, rather innovative teams need a diversity of thinking styles in order to successfully innovate.

Participant Information

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Judy Johnson

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SourceAmerica

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Non-profit

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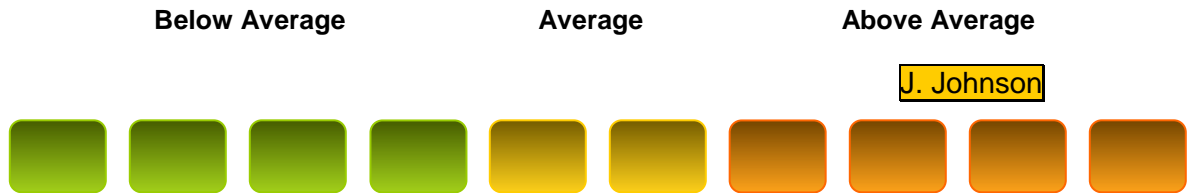
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Critical Thinking Score

Judy Johnson's score was **Above Average** compared to individuals in the Supervisor norm group as indicated by the gold marker in the chart below. In comparison with peers from this group, Judy Johnson is likely to be highly skilled and consistent in applying the critical thinking necessary for effective analysis and decision making.



Subscale Performance:

The chart below shows your score in the three different components of critical thinking.

	Subscale Score
Recognize Assumptions	Average range
Evaluate Arguments	Average range
Draw Conclusions	High range

Recognize Assumptions:

Judy Johnson scored in the **average range** compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- “read between the lines” – identify what is expected or assumed to be true in situations.
- define and redefine issues, as well as explore alternative points of view.

Evaluate Arguments:

Judy Johnson scored in the **average range** compared to the individuals in the norm group. This score suggests moderate skill and consistency when this individual needs to:

- evaluate arguments based on the relevance and strength of the evidence supporting them.
- analyze information objectively, without allowing preferences or emotions to influence evaluations.

Draw Conclusions:

Judy Johnson scored in the **high range** compared to the individuals in the norm group. This score suggests high skill and consistency when this individual needs to:

- gather sufficient information, weigh it appropriately and assimilate it into a sound conclusion.
- interpret evidence appropriately, without generalizing it into unwarranted conclusions.

Critical Thinking Score

Abilities Assessed by the Watson-Glaser

The Watson-Glaser Critical Thinking Appraisal is designed to measure abilities involved in critical thinking, including the abilities to:

1. Define problems
2. Select important information for the solution to problems
3. Recognize stated and unstated assumptions
4. Formulate and select relevant and promising hypotheses
5. Draw valid conclusions and judge the validity of inferences

These abilities are important and relevant in a wide range of contexts. The EdgeDweller Leadership and Innovation Thinking Profile uses the Watson-Glaser Critical Thinking Appraisal to help determine how an individual blends critical and creative thinking in problem-solving scenarios.

Subscale Performance Definitions

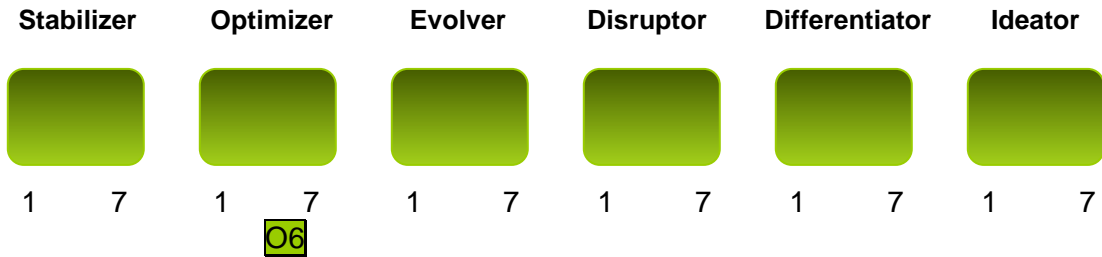
The following definitions describe the criteria analyzed as significant components of critical thinking. Any aspects of critical thinking highlighted in yellow below indicate areas where you may benefit from additional development.

1. **Recognize Assumptions** - Assumptions are statements that are assumed to be true in the absence of proof. Identifying them helps reveal information gaps and enrich perspectives on an issue. Assumptions can be unstated or directly stated. Being aware of these assumptions and directly assessing their appropriateness to a situation improves the quality and comprehensiveness of critical thinking.
2. **Evaluate Arguments** - Arguments are assertions that are intended to persuade someone to believe or act a certain way. Evaluating arguments is the process of analyzing such assertions objectively and accurately. Analyzing arguments helps determine whether to believe something or not and how to respond accordingly. Evaluating arguments requires the ability to overcome a confirmation bias—the tendency to look for and agree with information that confirms prior beliefs. Emotion plays a key role in evaluating arguments as well—a high level of emotion can cloud objectivity and the ability to accurately evaluate arguments.
3. **Draw Conclusions** - Drawing conclusions consists of arriving at conclusions that logically follow from the available evidence. It includes evaluating all relevant information before drawing a conclusion, judging the likelihood of different conclusions being correct, selecting the most appropriate conclusion and avoiding overgeneralization beyond the evidence.

EdgeDweller Thinking Profile

EdgeDweller Skill Clusters: Dominant – Optimizer

The table below shows how your individual scores cluster around dominant and subdominant thinking preferences. The green markers below the spectrum indicate dominant or primary skill sets. The gold markers, if any, below the spectrum indicate secondary skill sets.



Primary

1-3: Apprentice

4-5: Participant

6-7: Leader

Secondary

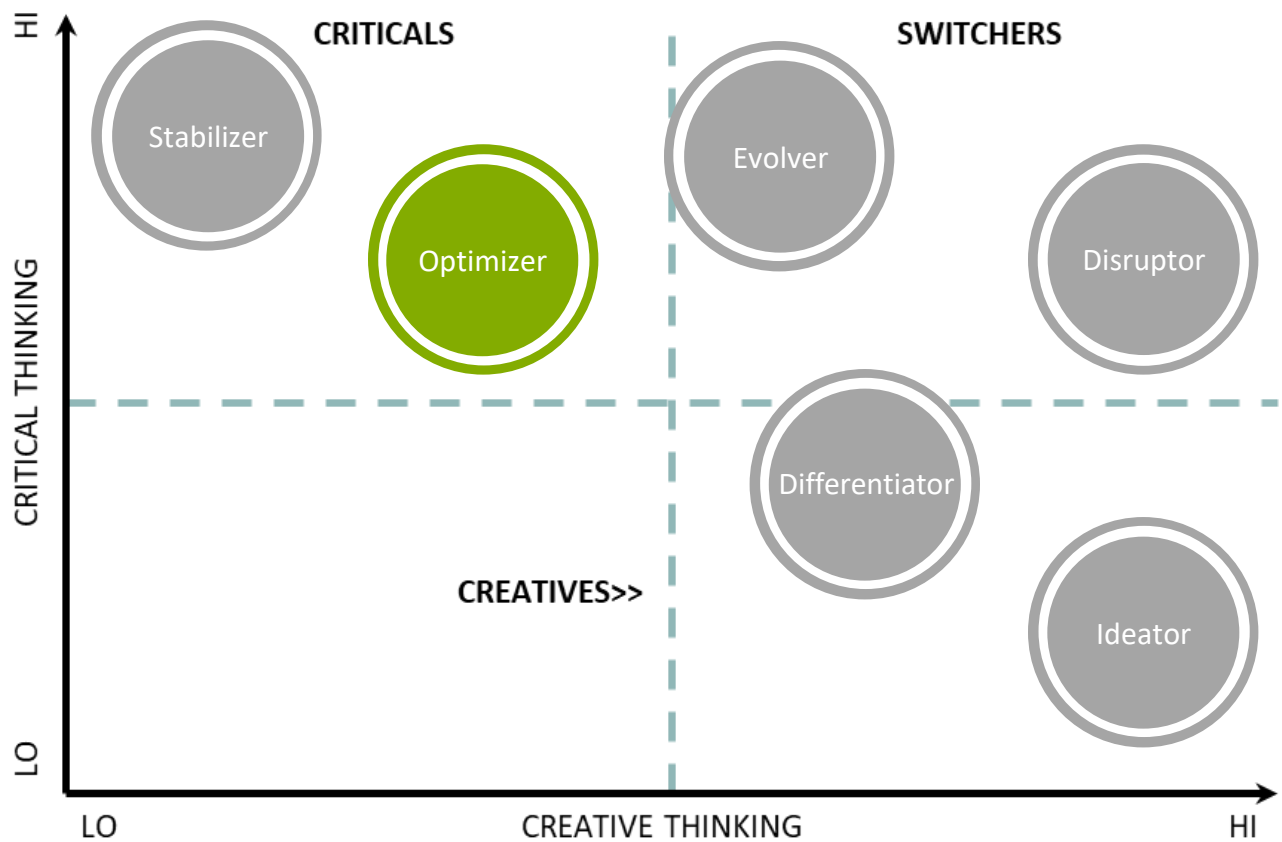
1-3: Apprentice

4-5: Participant

6-7: Leader

Top Skill Clusters: Optimizer

The table below shows your top innovation clusters. **Strongest clusters appear in green (primary) and yellow (secondary) while least developed clusters appear in gray.** Clusters combine different degrees of critical and creative thinking skill sets.



EdgeDweller Thinking Profile

Definition of EdgeDweller Innovation Clusters

The following definitions **highlighted in yellow** describe the skill set clusters and outlines tasks within the new initiative problem solving process most relative to your problem solving skill sets.

1. Stabilizer – analyzes to stabilize environments

- Evaluates and rates
- Focuses on what is, evaluates what has been done or created
- Prefers rational, objective and concrete ideas and discussions
- Moves incremental solutions effectively and efficiently from point a to point b
 - organizes defined infrastructure
 - prefers predictability
 - particularly good at implementing strategy
 - identifies obstacles in the path of development
 - recommends solutions to overcome obstacles
- Prefers decision making when information is available for substantiation

2. Optimizer – improves and optimizes

- Organizes logical progression to the next step
- Improves at the process or operations level
- Contributes at low to medium level in creating new ideas and solutions
- Can logically think through higher levels of new ideas and solutions
 - creates the how to get from point a to point b
 - prefers low risk predictability
 - particularly good at creating and managing project or initiative next steps
 - partners well with the stabilizer in next step projects or initiatives
- Focuses on opportunities that may be revealed through sequential thinking or exposure to what others are doing well
- Prefers commitment to a planning process

3. Evolver – transforms and evolves

- Organizes game changing or creative ideas
- Improves at the business model level
- Creates new frameworks for game-changing ideas to work in new ways and new places
- Contributes at mid to higher levels in creating ideas and solutions
- Selects and provides rationale for game changing ideas and solutions
 - sorts and narrows to ideas with highest opportunities
 - creates frameworks and series of steps for game changing ideas and solutions
 - prefers managed risk predictability
 - particularly good at making new ideas relevant in any environment
- Focuses on opportunities that will evolve successfully into the future over longer periods of time

4. Disruptor – disrupts and changes the game

- Creates valid game changing ideas or solutions that will dramatically change the way things are currently done
- Creates logical steps to successfully achieve game-changing ideas or solutions
- Contributes at a very high level in creating new ideas and solutions
- Creates and offers multiple paths to game-changing ideas and solutions
 - puts valid original and game-changing ideas on the table
 - validates ideas of the future through logic and rationale
 - prefers managed risk approach
 - partners well with the evolver in game-changing ideas and solutions
- Focuses on reinventing any environment and making what currently exists irrelevant

Definition of EdgeDweller Innovation Clusters (continued)

5. Differentiator – differentiates, assures idea and brand point of difference

- Makes creative ideas work within infrastructure or criteria provided
- Improves creative idea performance relative to strategy and goals
- Contributes at a high level within a defined framework for creating new ideas and solutions
- Improves game-changing ideas and solutions on the table
 - improves the appeal of ideas and solutions creatively to assure engagement
 - problem solves around obstacles identified
 - aligns value proposition at each stage of idea evolution
 - relies on framework and rules created by others to handle risk
 - serves as idea watchdog for the Evolver and Disruptor
- Focuses on making sure ideas and solutions are unique and provide appealing user journeys

6. Ideator – originates ideas

- Creates ideas at random
- Particularly good at creatively packaging and communicating new ideas and solutions
- Contributes at high volume levels in creating ideas and solutions of the future
- Provides wide range of ideas as building blocks to engage other thinking clusters in discussions of ideas
 - creates from multiple fronts including spontaneity, humor, irreverence, others
 - driven by originality with few or no structural boundaries
 - has minimal concern for risk
 - excellent resource for Differentiators and Disruptors
- Focuses on the belief that anything is possible and contributes accordingly

Skill Set Application to Functional Requirements of Innovation Process

Your Profile Applied to Stages in the Innovation Process

The table below shows the individual Thinking Profiles most critical to achieving each of the seven key stages of the innovation process. Each stage requires multiple styles of thinking. The green markers in the matrix indicate needs from those who have primary skill clusters. The yellow markers indicate needs from those with at least secondary skill clusters.

There are three different levels of development and contribution: apprentice, participant and leader. Participants and leaders are prepared to contribute today. Apprentice scores should engage in development activities in order to contribute at participate levels.

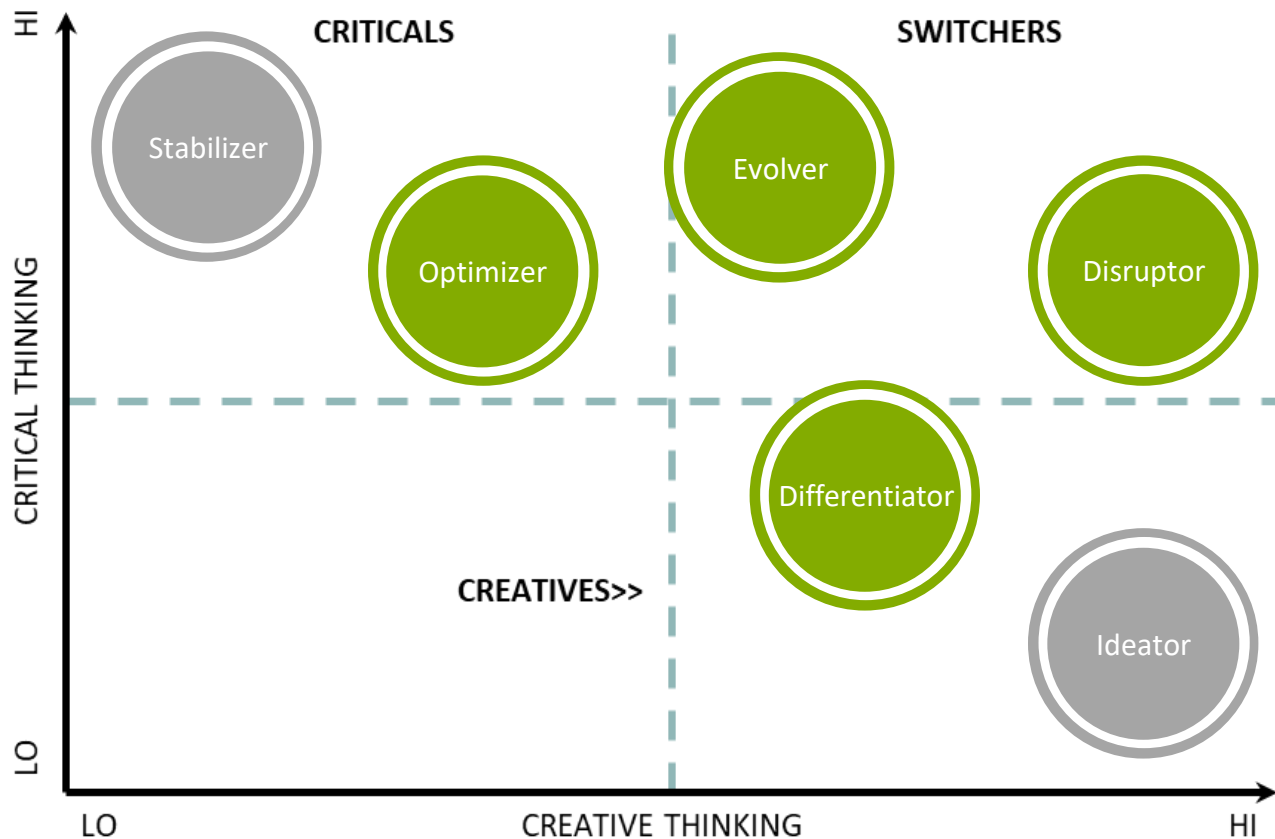
Your individual scores that rated participant (part.) or leader (lead.) are listed under each profile heading for an understanding of how your profile skills contribute to each process stage.

Your Profile	primary skill clusters		secondary skill clusters			
	Stabilizer	Optimizer	Evolver	Disruptor	Differentiator	Ideator
Innovation Process		lead.				
1-Barriers & Mandates						
2-Portfolio Views & Innovation Types						
3-Decision Metrics & Risk Management						
4-Thinking Profiles						
5-Intentional Creativity™						
6-Innovation Series						
7-First Launch						

Thinking Profile Cluster Gap Analysis

Strengths/Weaknesses EdgeDweller Thinking Profile: Cluster Analysis

The table below shows how your team skill sets combine critical and creative thinking. Strong team skill sets (two or more individuals that score "participant" or greater) appear in green below. Weak team skill sets appear in gray.



EdgeDweller Thinking Profile Interpretation

As an Optimizer Leader of Innovation you will make significant contributions at many of the stages of the innovation process, from organizing the logical next step progression of initiatives to selecting and providing rationale for game changing ideas and solutions.

You will be particularly good at assessing, selecting and evaluating short term or incremental metrics and fine-tuning business concepts for evaluation and implementation.

You can easily participate in creating sound infrastructure components and connecting pieces of infrastructure to innovative business concepts that will be areas for growth.

At several stages of the innovation process you will have opportunities for development, including those where new and disruptive ideas are created and assessed against disruptive metrics. You may also have opportunities for development in learning to distinguish future states and building blocks, and in creating long-term differentiation where competitive advantage is warranted.

Recommendations

Innovation and Leadership Recommendations for Improvement

Innovation Skill Sets

- Suspend strong critical thinking abilities when engaged in creative exercises so exceptional creative thinking is not blocked
- Participate in fast-moving group streaming sessions to realize benefits of suspended critical thinking
- Expand the volume of ideas and the number of idea themes (flexibility score)
- Expand the number and quality of disruptive ideas by:
 - Developing increased flexibility in response to seemingly unrelated concepts
 - Exploring relationships with products and services from many different perspectives
 - Using opposition thinking
 - Switching out constructs or “pieces of the whole” for dramatic shifts in thinking
- Improve ability to distinguish building blocks and future states with training in creative interpretation
- Learn how to use and leverage your skill sets to strengthen infrastructure or process requirements of high growth or transformational initiatives
- Increase and lengthen potential of innovation concepts by:
 - Identifying opportunities for risk reduction
 - Identifying safer paths to non-traditional options
 - Identifying long term success metrics and assessing disruptive metrics (beyond incremental metrics)
 - Support new value propositions with sound infrastructure solutions

Team Integration

- For new and game changing ideas, team up with Disruptors, Differentiators and Ideators
- For incremental or enabling ideas team up with Stabilizers and fellow Optimizers
- When new infrastructure is required to drive big change, tap into Evolvers

Role in Organization

- Put a program in place to advance to higher levels in all areas of innovative thinking
 - Evolve transformational thinking by learning the repeatable innovation process so that you can advance from understanding to participation to recognizing the value of your contributions
 - Learn the process so that you can confidently participate in creating paths to safer, smarter disruptive solutions
 - Prepare to participate and engage in team transformational problem solving
- Learn how to identify specific innovation training needs of executive teams



For More Information

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