EDGEDWELLER

THINKING PROFILE FOR LEADERSHIP AND INNOVATION – PERFORMANCE ASSESSMENT

SourceAmerica

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Differentiator/Ideator
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Table of Contents

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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Critical Thinking Score

Stephen Plastino's net Critical Thinking Score was **Slightly Below 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, Stephen Plastino is likely to be slightly below average in applying the critical thinking necessary for effective analysis and decision making.

Below Average   **Average**   **Above Average**

S. Plastino
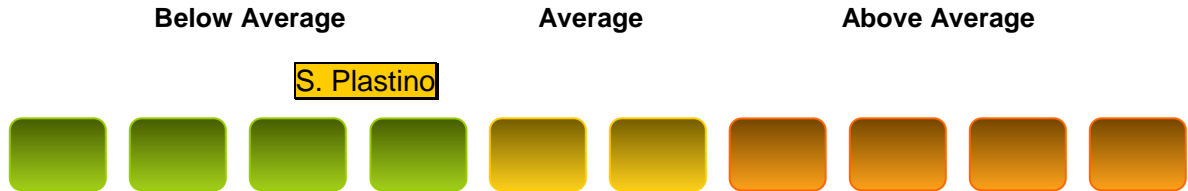
Subscale Performance:

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	Average range

Recognize Assumptions:
Stephen Plastino 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:
Stephen Plastino 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:
Stephen Plastino 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:
- 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.
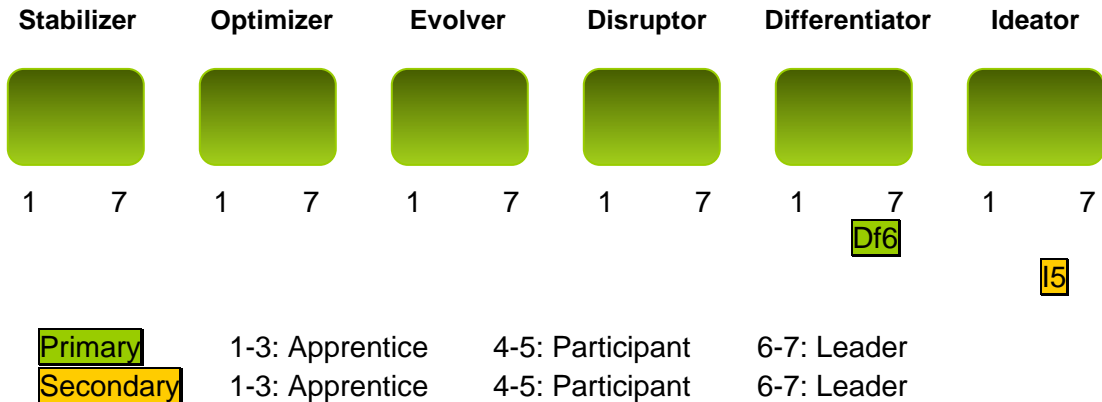
Subscale Performance Definitions

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 Skill Clusters: Dominant – Differentiator; Subdominant – Ideator

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.

Stabilizer	Optimizer	Evolver	Disruptor	Differentiator	Ideator
1 7	1 7	1 7	1 7	1 7	1 7
				Df6	
					I5

Primary	1-3: Apprentice	4-5: Participant	6-7: Leader
Secondary	1-3: Apprentice	4-5: Participant	6-7: Leader

Top Skill Clusters: Differentiator; Ideator

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.
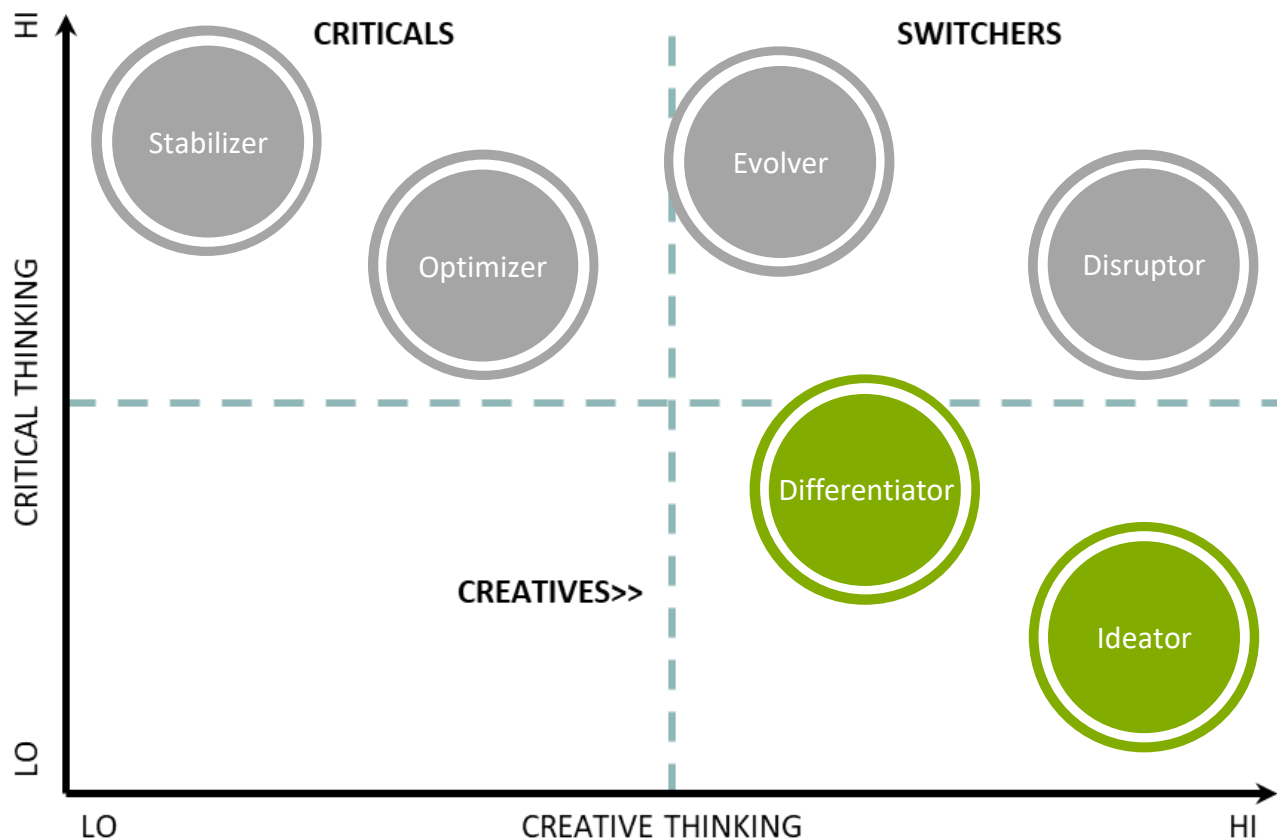
Definition of EdgeDweller Innovation Clusters

The following definitions <mark>highlighted in yellow</mark> 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.

🟢 primary skill clusters   🟡 secondary skill clusters

Your Profile / Innovation Process	Stabilizer	Optimizer	Evolver	Disruptor	Differentiator (lead.)	Ideator (part.)
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	🟡	🟢	🟢	🟢	🟡	

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.
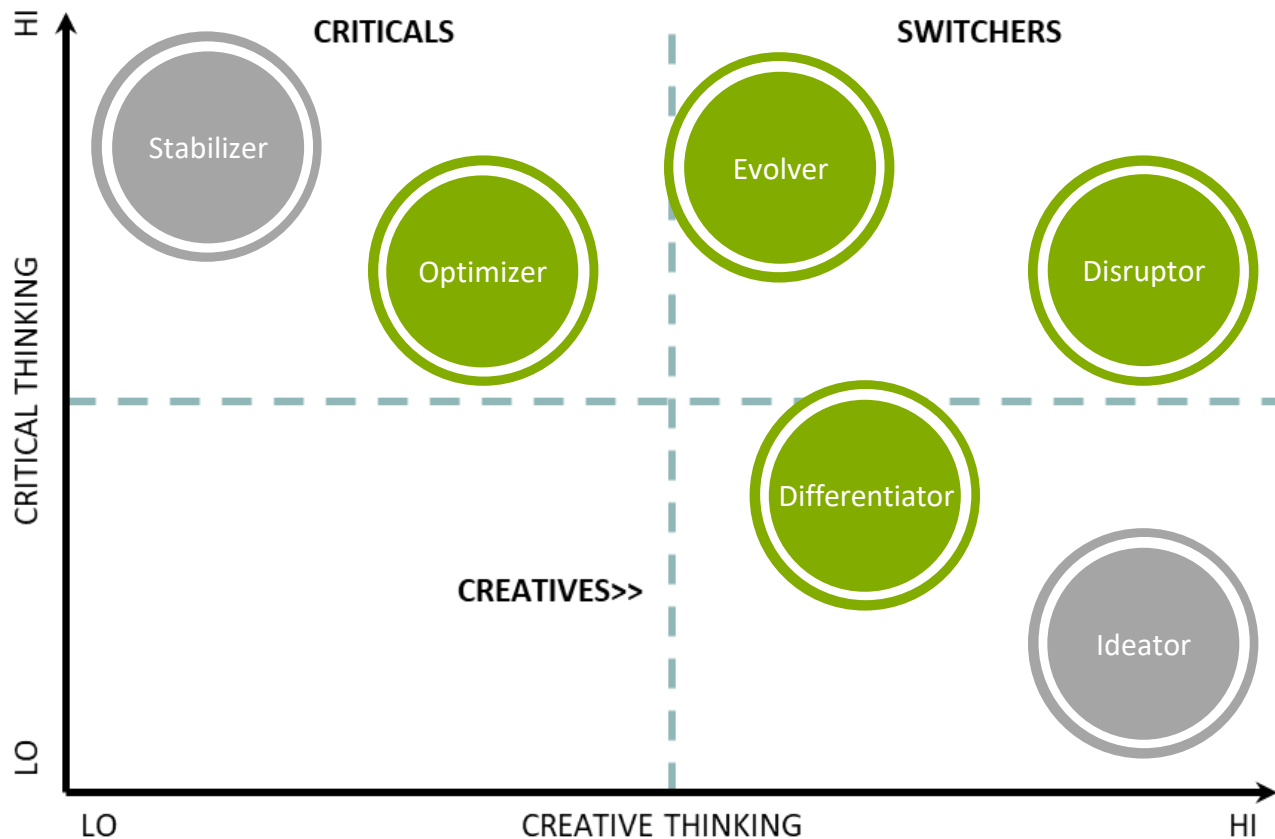
EdgeDweller Thinking Profile Interpretation

As a Differentiator/Ideator Leader of Innovation, you will make significant contributions at every stage of the innovation process, from participating in creating new ideas at high volumes to assuring value proposition is intact at all stages of development. You have the ability to create original ideas, many of which may be evolved into valid game-changing solutions.

You have keen ability to make new ideas and solutions relevant in the environment you are pursuing, and to ensure they are uniquely presented in that environment. You will maintain the intent of the innovative idea and assure engagement in the new initiatives. Another strength for you is creating sound value propositions and progressing them over the life of the innovative solution.

At several stages of the innovation process you will have opportunities for development. While you may be able to create ideas and differentiate easily, make sure you focus on using creativity intentionally to convert original ideas to disruptive ideas. Creating sound infrastructure components and connecting pieces of infrastructure to innovative business concept will be another area for growth. Watch for your tendency to lose interest after ideas are created to ensure they move to implementation.

11

Innovation and Leadership Recommendations for Improvement

Innovation Skill Sets
- Convert intuitive creative practices into intentional practices for creativity that works

- Use a framework of structured thinking exercises to create, sort, narrow and select innovation growth concepts creatively and objectively
  - Establish creative objectives as well as critical objectives (i.e., # of ideas, # of idea themes, # of disruptive ideas, etc.)
  - Learn to sort ideas by innovation degree (extending, repurposing, etc.,) and by innovation role (enabling innovation, improving innovation, leading or leaping)

- Expand number and quality of original ideas by:
  - creating large pool of ideas, sorting by idea categories, then selectively creating new ideas by category

- Expand the number of ideas, idea themes (flexibility score), and ratio of disruptive ideas to building block ideas

- 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 points with training in creative interpretation

- Work on developing your ability to convert ideas into business concepts

- Apply a sound logical process when analyzing information to determining whether the information can be used to form conclusions

- Focus on how to communicate essential information and critical activities in transformational problem solving

Team Integration
- For converting high volumes of new and original ideas to game-changing ideas, team up with Disruptors and other Differentiators

- For incremental or enabling ideas, or creating paths to future states, team up with Stabilizers and Optimizers

- When new infrastructure is required to drive big change, tap into other Evolvers

Role in Organization
- Participate on advanced problem solving teams with other thinking styles to add high volumes of ideas
  - Learn the repeatable innovation process so that you can increase your understanding of the process and your contribution to a transformational team
  - Participate in interpreting nonsensical or absurd ideas to disruptive ideas

For More Information

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