

Descriptions of Combinations of Thinking and Problem-Solving Preference

Conceptual-Global

Individuals with high scores on Conceptual and Global are strategic thinkers and are often comfortable with ambiguity. They can be quite patient when reflecting on all of the possibilities - even those that have little chance of actually coming to fruition. Open to new ideas, they prefer to consider all facets of a problem or issue before taking action. Their problem solving approach would often be considered more intuitive than fact-based. They consider it their priority to make sure that the problem has been thoroughly identified and defined. Then they move to take action on solving the problem.

Conceptual-Linear

Individuals with high scores on both Conceptual and Linear will use their imagination to solve problems, yet their imaginative solutions will be pragmatic. They couple a desire to adhere to a process with the ability to be creative. Their creativity will have an underlying logic to it that they can explain fairly easily. Drawn to complex problems, they are confident enough in their abilities to start work without a clear-cut plan and make any needed adjustments. Their creativity helps them solve complex problems by being open to new ideas, but they may have difficulty seeing how the different pieces fit into the whole.

Concrete- Global

Individuals with high scores on Concrete and Global look to facts and logic to provide them a sense of comfort in their problem solving. Nevertheless, these individuals are ready to take on large problems. Their inclination is to think they can solve big, sweeping problems in a short time. These individuals are good planners who will work hard to make sure their plan is carried through. The plan will need to have practical goals and objectives to meet one of the criteria important to this group of people. Often, the objectives will be expressed in a numerical fashion. Time spent on planning is seen as a wise investment. Concrete-Global people are inclined to test their plan more against its underlying logic than against each step of the process.

Concrete-Linear

Individuals scoring high on both Concrete and Linear are practical and action-oriented. Their credo is "Give us the facts and get out of our way!". These individuals see the use of logic and hard analysis as valuable and necessary. On the other hand, they are impatient with the planning process and often question its value. They are at their best when the problem to be fixed can be readily analyzed and contains an element of urgency. Objective and pragmatic, these individuals are drawn to problems just because they are problems. The problems need to have practical results if solved.

Balanced Scores

Individuals with balanced scores on both pairs are likely to exhibit characteristics associated with all four styles without a strong emphasis on any one style. One who balances Global-Linear will combine the readiness to take on large problems while understanding the importance of a clear logical process to achieve the solution. Combined with a balance of Conceptual-Concrete, imaginative solutions will also be combined with comfort using quantitative data. The balanced scores enable the individual to look at problems through a variety of solutions but they may have difficulty with problems demanding a solution that requires a strong emphasis using one style over another.