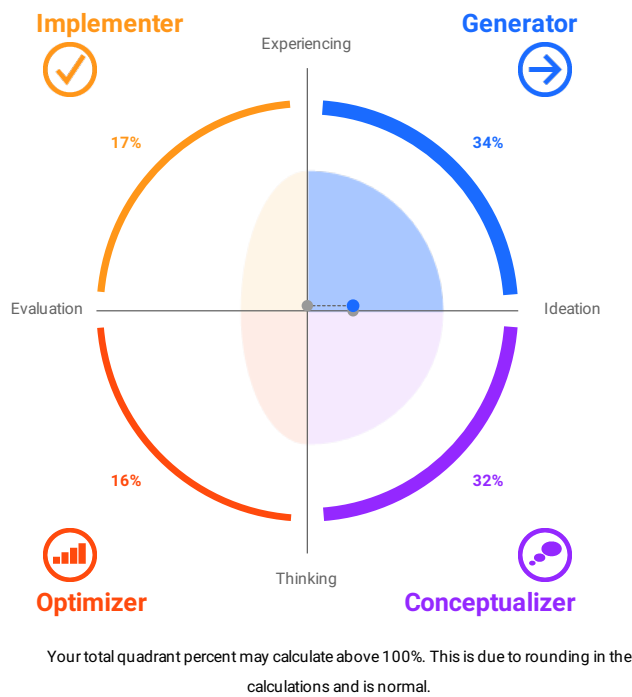


Steve, your strongest orientation is for **Generating**



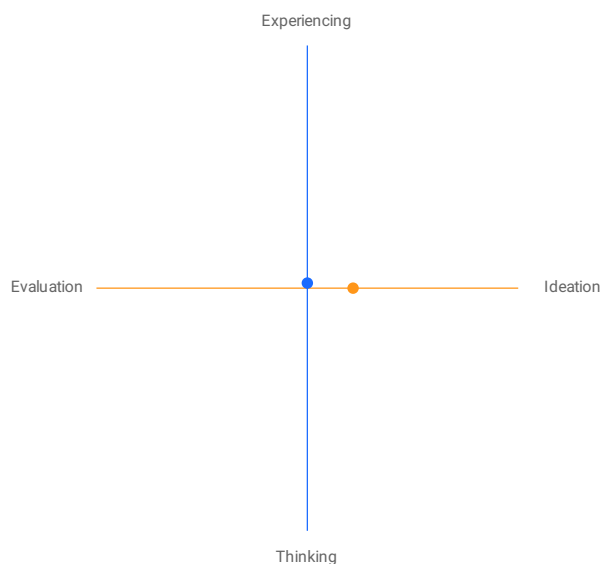
● Here is your preferred approach to problem solving

Generating is your preferred style of thinking and problem solving.

Some typical aspects of a: **Generator**

- Gets things started by getting involved, gathering information, and questioning.
- Imagines many possibilities and senses all kinds of new problems and opportunities.
- Easily sees good and bad sides to almost any fact, idea or situation.
- Views situations from many different perspectives.
- Prefers generating options and divergence than evaluation or convergence.
- Sees relevance in almost everything.
- Comfortable with ambiguity.
- Interested in people's problems.
- Every new solution suggests several new problems.
- Willing to let others take care of details, but dislikes delegating the complete problem.
- Interests in problem finding and fact finding.

How you gain and use your knowledge



Creativity requires a balance of knowledge and imagination and good judgment. Science has identified two opposite ways in which people learn, that is **gain** their knowledge. One way is by experiencing: plunging right in and "getting your hands dirty". All of a sudden they exclaim, "Aha! I get it!" The opposite way is by thinking: not getting involved, standing back, and figuring it out analytically ("putting the dots together"). Science has also identified two opposite ways in which people **use** their knowledge. One way is creating options or ideas. The other way is evaluating options or ideas.

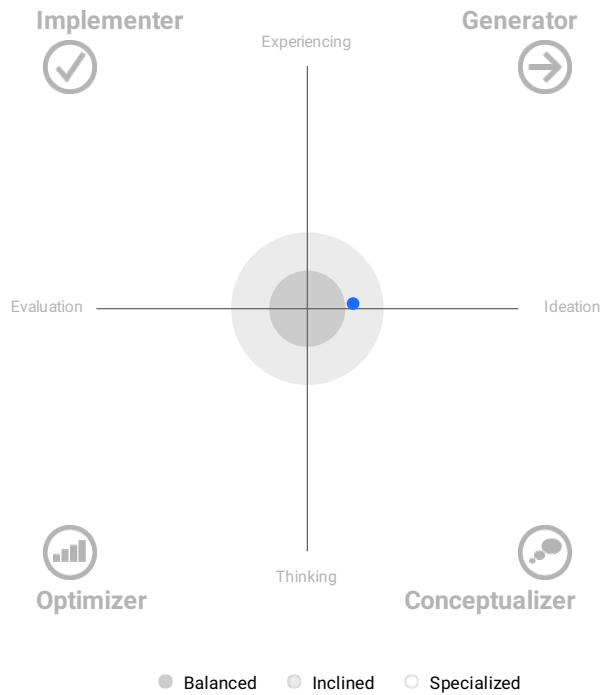
● Here is how you prefer to gain your knowledge: **Experiencing**

Your answers indicate that you prefer to **Gain** knowledge (understand) more by Experiencing rather than by Thinking.

● Here is how you prefer to use your knowledge: **Ideation**

Your answers indicate that you prefer to **Use** knowledge more for creating options (Ideation) than for evaluating options (Evaluation).

Capitalizing on your preferred style: How deep is your ocean?

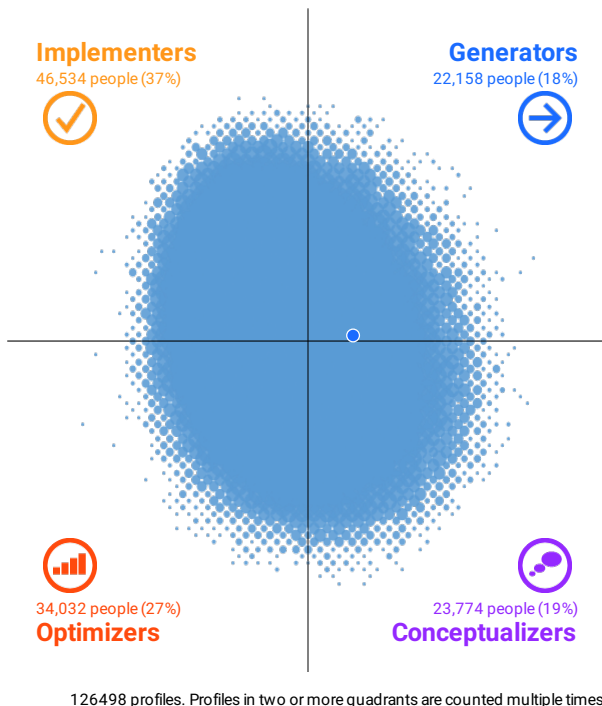


Steve, you have a **Inclined generating style**. What does this mean?

The distance of your profile "center of gravity" from the origin brings further insight into how deeply you tend to prefer your own style to the other styles. For example, finding yourself in the inner ring of the three concentric circles would indicate a more balanced profile (having substantial secondary preferences for the other styles), while finding yourself in the middle or outermost circle would indicate being more deeply "inclined" toward or "specialized" in your preferred profile style and further away from the others.

The main thing is to be aware of your center of gravity and what it means to your own high quality problem solving and innovation success. Achieving breakthrough innovations requires high performance in each of the four stages of the process. You may need to give extra attention in certain stages to amplify your performance or call on others on occasion to complement your own profile. With respect to interactions with others, there may be times when you feel you should contribute your own style more robustly to the team. At other times you might "hang back" and let others take over.

How you compare to others



Generator

As a Generator, you are part of the smallest group of people who take the Basadur Profile. Our data indicates that Generators are in the shortest supply throughout the world inside organizations of all kinds. We are all a blend of styles and the Basadur Profile measures a person's preferred **thinking state** rather than a rigid **personality** trait.

Your opposite style is Optimizer. Potential conflicts you might have in a work or team environment are with Optimizers because you have opposite styles.

Generators often view Optimizers:

- As being too narrow minded
- Unable to see the big picture
- Think they know the right answer but it might be for the wrong problem
- "Green eyeshade people" or "have trouble seeing the forest from the trees"

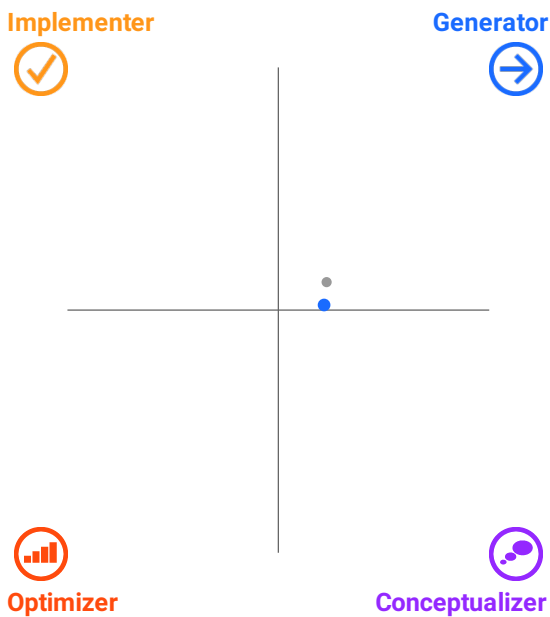
Optimizers often view Generators:

- Think they are unable to focus on the "real" problem
- Think they start working on 5 new problems before the main one is solved
- They are hard to "pin down"

● Here is where you identify compared to others



Your profiles over time



Your most recent evaluations:

March 17 2022 - Generator

October 9 2020 - Generator

What might cause my profile to change over time?

Your Profile measures your style - your way of thinking, problem solving and innovating. Unlike a personality trait, it is a state of mind and may or may not naturally change over time. One possible reason for a shift could be a sequential series of different life experiences or responsibilities demanding different styles over a lifetime.

Another possible reason for a shift could be a change to a job that requires a different set of demands. For example, if an individual working in Research and Development is transferred to the Sales department, he or she might learn to become more comfortable with the faster paced short term results oriented environment after a while and increase their preference for the implementer style. This would support the old saying "Try it, you'll like it!"

If a school teacher with a prevalent generator style changed careers and became an IT systems developer for a big corporation, would he/she be likely to undergo a shift toward an Optimizer style?

If an Engineering student entered school as a generator then found s/he was surrounded by professors, classmates who excelled at analytical thinking and began successfully passing "get the right answer" exams, she/he might gradually shift toward an Optimizer style.

Of course, all of these examples could be considered from a "Vice Versa" perspective. Maybe a student's profile might be altered as he or she progresses through different learnings, exposures, experiences from 1st year, 2nd year, 3rd year, onto graduation. Perhaps his or her profile may become more specialized as the years go by. Or it may become more balanced. We hope you discovered something new by taking the profile again.

What it means

When you are problem solving:

First, try to stay "in the moment". You (and everyone else) are continuously thinking and problem solving from the moment you awaken. This is the nature of life. To be an innovative thinker and problem solver, try to be conscious at all times of your preferred style and your fit with the Innovation Wheel (eight step creative problem solving process, see below). You can be confident that you have a bullet proof shield to protect you no matter what the problem you might be facing. Remember that while you have a favorite style, you also have the full eight step process to steer your way through the muddle.

As a Generator, you are an initiator of new problems and opportunities, comfortable with ambiguity and love new facts and enjoy asking questions (Steps 1 and 2 in the Innovation Wheel below). You see many sides to any situation and are very sensitive to the surrounding environment. You see relevance in almost everything and getting new things started is critical. This is very important, but to increase your innovative performance, make sure you move your thinking forward. Perhaps partner up with someone who is different from you, say an Optimizer, who might help you make progress through the Innovation Wheel, and take some valuable action.

When you are working with others:

No matter which Profile style a team member prefers, they must learn to use their style differences from others in complementary ways to help their team be innovative. It is important that each person appreciates the value of each other's style, Generating, Conceptualizing, Optimizing, and Implementing, and supports working through the complete innovation process to achieve high impact solutions and have fun doing so. Team members can learn to think in any of the four Profile Styles in order to complement others' thinking. In fact, an individual's preferred orientation is less important than their ability to shift among the different orientations as needed. It is vital not to have people operating in different styles simultaneously without realizing it and "cancelling each other out". All four styles contribute uniquely to the innovation process.

As a Generator, your contribution to the team is to create options in the form of new possibilities-new problems that might be solved and new opportunities that might be capitalized upon. Keep the team refreshed, so that as problems become solved, new ones emerge on the horizon for further innovation.

For you as a Student or Job Seeker: Can we match Basadur Profile styles with occupations?

The occupation that you will find most satisfactory, and the one in which you will be the most successful, is the one that maximizes the match between the demands of the work and the way you think and problem solve.

The Profile styles associated with several occupations are ranked in the tables below. Certain occupations appear in more than one column because they rank highly in more than one style.

Highest Ranking of Occupations by Percentages of Profile Styles

Occupations ranked in descending order in each column, by the highest percentages of styles in each.

Rank	Generators	Conceptualizers	Optimizers	Implementers
1	School Teacher	Organization Dev.	Engineering/Eng. Design	IT Operations
2	Academic	Strategic Planning	Manufacturing Engineering	Customer Relations
3	Artistic	Market Research	Finance	Secretarial/Admin
4	Non-Profit/University Admin.	Design	IT Systems Developer	Project Manager
5	Training	R&D	IT Programmer/Analyst	Sales
6	Marketing	Artistic	Accounting	Purchasing
7	Design	Product Development	Strategic Planning	Manufacturing Production
8	Health Management Executive	IT Senior Consultant	Technical Customer Support	Logistics

Occupations that require people to initiate change, recognize opportunities and new possibilities, start projects, and to work with people in unstructured situations are suited to the Generator style. The occupation with the highest proportion of Generators is School Teacher, followed by Academic, Artistic, Non-Profit/University Administrator and Training. Interestingly, none of these are found in industrial or business organizations, except training. They all require generator activities such as exploring new areas of inquiry; initiating new projects; seeking change and imagining possibilities for improvement, innovation and future growth in terms of students, music, art, writing, academic programs and research possibilities. In business, marketing jobs are centered on initiating new projects and finding new trends and opportunities to build interest among customers. Designers initiate change by offering imaginative ways to communicate and stimulate interest in new ideas.

Conceptualizers find themselves in jobs where understanding situations, defining problems and connecting ideas are important. The occupations that contain the five highest proportions of Conceptualizers are Organization Development, Strategic Planning, Market Research, Design and Research and Development (R&D). These are all jobs in which understanding and problem definition are vital and must precede thinking about or jumping to solutions or implementation. Organizational and customer needs must be defined accurately so that ideas for new products, services, structures, and strategies for future growth can be designed.

Optimizer activities involve solving problems with precision and evaluating and optimizing products and procedures. The occupations that contain the five highest proportions of Optimizers are Engineering, Engineering Design, Manufacturing Engineering, Finance, IT Systems Developer, and IT Programmer/Analyst. In each of these positions, practical, precise, solutions to well defined problems are analyzed, evaluated and developed, and detail-oriented plans, processes and improvements are produced.

Implementer fields emphasize achieving shorter-term results. The occupations that contain the highest proportions of Implementers are IT Operations, Customer Relations, Secretarial/Administrative Support, Project Manager, and Sales. These positions require achievement of short term results and favor the Implementer style. From the handling of customer complaints to the need to minimize IT downtime, these positions all demand short term problem solving activities and quick delivery of results.

Lowest Ranking of Occupations by Percentages of Profile Styles

Occupations ranked in descending order in each column by the lowest percentages of styles in each.

Rank	Generators	Conceptualizers	Optimizers	Implementers
32	IT Operations	Customer Relations	Non-Profit/University Admin.	R&D
33	IT Senior Consultant	Sales	Artistic	Academic
34	Finance	Secretarial/Admin	Organization Dev.	School Teacher
35	IT Systems Developer	Logistics	Design	Organization Dev.
36	Manufacturing Engineering	Project Manager	School Teacher	Design
37	Strategic Planning	Technical Customer Support	Academic	Strategic Planning
38	Engineering/Eng. Design	IT Operations	Product Development	Artistic

The Four Styles in Organizations

Individuals in organizations have different preferences in how they gain and use knowledge and thus for each of the innovation process stages. Generating ideas for new products, services, and methods must start somewhere. Individuals inclined toward generating are continually experiencing and scanning the environment, picking up data and cues from customers, suppliers, and others, and suggesting possible opportunities for change and improvement. Thus, the generation stage is where new information and possibilities are raised - usually not fully developed but in the form of starting points for new projects. People with dominant conceptualizer styles lead in compiling facts and idea fragments from the generator stage into well-defined, insightful problems and challenges and more clearly developed ideas and projects worth further evaluation. Skilled conceptualizers give sound structure to fledgling ideas and opportunities. People inclined toward optimization usually lead in taking these well-defined ideas and finding a practical best solution and detailing efficient plans for proceeding. Finally, implementers lead in carrying forward the practical solutions and plans, including convincing colleagues or customers of the worth of the changes, and adapting the solutions and plans to make them fit real-life situations and conditions.

Each quadrant in the Innovation Wheel corresponds to a specific stage of the innovation process. The first two quadrants represent problem generation (problem finding and fact finding) and problem conceptualization (problem definition and idea finding) as the first two stages of the innovation process and the third and fourth quadrants represent solution optimization (evaluation and selection and planning) and solution implementation (gaining acceptance and action) as the final two stages of the innovation process.

The Innovation Wheel

Implementer



Generator



Optimizer



Conceptualizer

Step 1: Problem Finding

Problem finding is different than problem solving. Problem finding is the continuous activity of seeking out new opportunities or challenges to attack. This requires a real mindset change from one that says problems are to be avoided and ignored; rather, it requires a proactive approach seeking them out and preemptively resolving them. In this step it is critical to not assume anything - keep an open mind. Call these problems or opportunities "fuzzy situations" to emphasize that you shouldn't prematurely assume anything about them.

Step 2: Fact Finding

Fact finding involves actively seeking and gathering information that is potentially related to a fuzzy situation and selecting the most intriguing revelations. The bridge between finding a problem and clearly defining it is fact finding. The following six fact-finding strategies help to remove the "fuzziness" from a problem:

- Divergently seeking possibly relevant facts using several viewpoints.
- Be aware of unconscious assumptions.
- Avoid a negative attitude toward "problems".
- Share information, listen to others and say what you think.
- Look for the truth rather than ways to boost your ego.
- Use a number of different questions to help uncover important facts.

These kinds of facts go beyond information you generate from conventional techniques like quality control histograms, process flow charts and market research questionnaires. The specific technique you use is less important than the process you follow in learning what you can about the "fuzzy" situation.

Step 3: Problem Definition

Problem definition means composing clear, insightful challenges from a few key facts. These challenges reveal directions for solutions. An individual skilled in defining problems can create unusual ways to view them. He or she can broaden the problem's scope by asking why it needs to be solved and narrow its scope by asking what stands in the way of solving it. This individual creates optional ways of formulating the problem until a superior angle has been developed.

Step 4: Idea Finding

Idea finding means creating a variety of ways to solve a defined problem. A skilled idea finder is never content with a single good idea but continues to hunt for more. He is able to build on and complete fragments of other ideas. Seemingly radical, even "impossible", ideas can be turned into more unusual but workable solutions. A few of the more promising ideas are selected for evaluation and further development into possible solutions.

Step 5: Evaluation and Selection

Evaluating and selecting involves converting selected ideas into practical solutions. An individual skilled in evaluation and selection considers plenty of criteria in order to take an unbiased look at the ideas. He or she avoids leaping to conclusions based on a single criterion or on unrelated hidden motives. Interesting but flawed solutions are creatively improved, then re-evaluated.

Step 6: Action Plan

Action planning means creating specific action steps that will lead to successful implementation of a solution. An individual skilled in action planning can see the end result in a specific, concrete way that motivates people to act on the plan.

Step 7: Gaining Acceptance

Gaining acceptance means understanding that even the best ideas and plans can be scuttled by resistance to change. Someone skilled in gaining acceptance creates ways to show people how a particular solution benefits them, and how possible problems with the solution can be minimized.

Step 8: Action

Taking action means "doing" the steps in the action plan, and continually revising and adapting the plan as things change in order to ensure that the solution is successfully implemented. An individual skilled in taking action avoids getting mired in unimportant details and minor roadblocks on the way to implementing the solution. He or she does not fear imperfect solutions, knowing that even perfect solutions can be revised and continuously improved.

Because this creative process is like a wheel, it actually has a ninth step: the first step of the next rotation. Each solution that you implement automatically changes things. It results in a new array of problems, trends, and opportunities for improvement. Thus, we're back to step 1 of the process.