



# HBDI® Pair Profile

Thinker comparison for:

Yama Display

Herrmann Example

Certified Practitioner

Pat Practitioner

## Notes:

Yama Display  
Herrmann Example

# General Comparison of Our Thinking

mathematical  
quantitative  
analytical  
rational  
factual  
critical  
logical

simultaneous  
imaginative  
synthesizer  
intuitive  
artistic  
holistic  
spatial

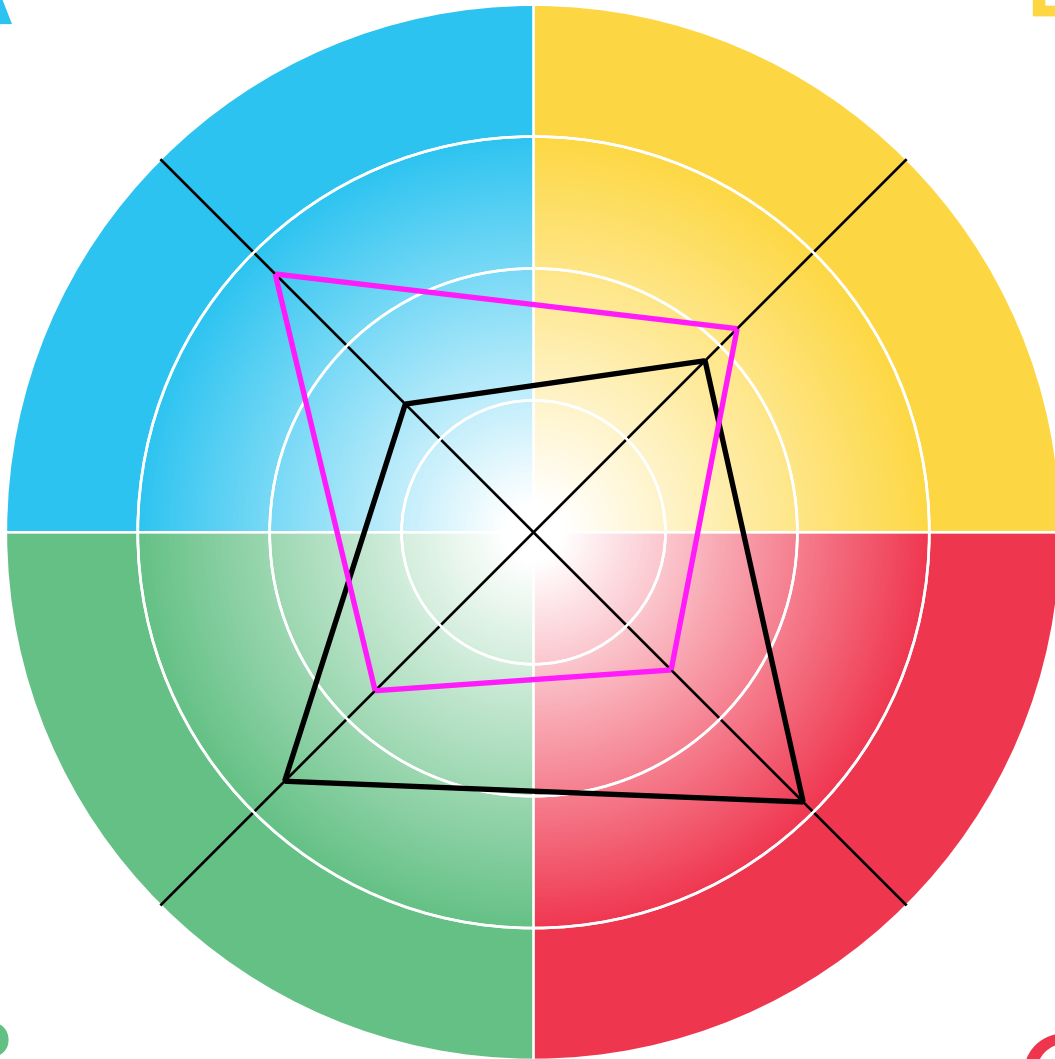
	Preference Code			
	A	B	C	D
<u>Yama Display</u>	2	1	1	2
<u>Herrmann Example</u>	1	2	2	1

Strong Preference (1)	→	
Intermediate Preference (2)	→	
Low Preference (3)	→	

A

D



B

C

reader  
speaker  
detailed  
dominant  
controlled  
sequential  
conservative

talker  
reader  
musical  
spiritual  
intuitive  
symbolic  
emotional

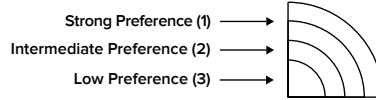
	Profile Scores			
<u>Yama Display</u>	45	87	94	60
<u>Herrmann Example</u>	90	55	48	71

# Our Cumulative Mental Resources

mathematical  
quantitative  
analytical  
rational  
factual  
critical  
logical

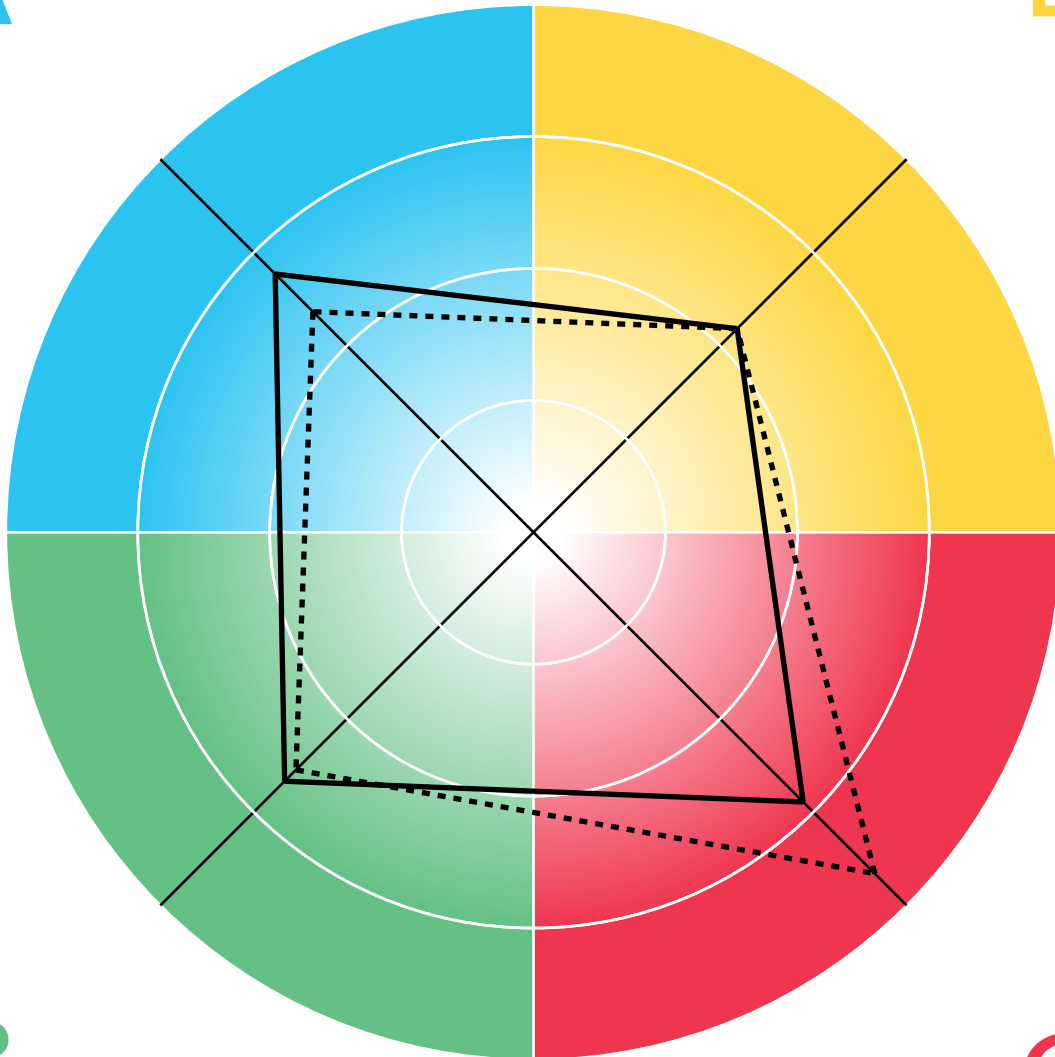
simultaneous  
imaginative  
synthesizer  
intuitive  
artistic  
holistic  
spatial

	A	B	C	D
General Score	90	87	94	71
Under Pressure Score	77	83	119	71



A

D



B

C

reader  
speaker  
detailed  
dominant  
controlled  
sequential  
conservative

talker  
reader  
musical  
spiritual  
intuitive  
symbolic  
emotional

# Our Profiles, Side-by-Side

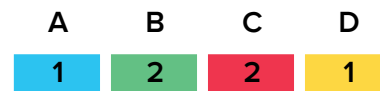
## Descriptions and Characteristics

### Yama Display



2112 - This profile represents 6.84% of the Herrmann® database. This profile is a double dominant profile with the two primaries falling in the Lower Left B and Lower Right C quadrants. It is, therefore, a double primary in the lower mode. The profile is characterized by very strong preferences in conservative thinking and controlled behavior with a desire for organization and structure as well as detail and accuracy (B quadrant). The primary in the C quadrant would equally show itself by interpersonal skills and sensitivity to feelings. It may indicate emotion, and perhaps interest in music and a sense of spirituality. It would also be likely to demonstrate sensory intuition or 'gut feelings'. The two lower primaries could represent an important duality for the person to resolve within themselves. The opposing qualities of control and structure, contrasting with the emotional and interpersonal 'feelings' can cause internal conflict. The clear secondary preferences of the upper modes, both Upper Left A and Upper Right D, are also characteristic of this profile, with logical and analytical processing in the Upper Left A quadrant and holistic and creative thinking in the Upper Right D quadrant.

### Herrmann Example



1221 - This profile represents 9.64% of the Herrmann® database. This profile is double dominant with the two primaries in the Upper quadrants, A and D. Individuals with this profile would exhibit strong preferences for logical, analytical and quantitative modes of thinking in the Upper Left A quadrant; in contrast they would also have a preference for the integrative, synthesizing, creative and holistic aspects of Upper Right D.

This profile indicates a clear secondary preference for the emotional, interpersonal processing of Lower Right C as well as a clear secondary for the controlled, conservative, organized processing modes of the Lower Left B quadrant. Individuals with this profile frequently exhibit the ability to switch back and forth between the two cerebral quadrants, as the situation demands.

# Our Profiles, Side-by-Side

## Common Occupations

### Yama Display



Occupations typical of people with this profile include human resource professionals and those in counselling and 'helping' positions - particularly when there is a heavy administrative load. Executives, nurses, some secretaries and homemakers may also show similar profiles. Work that is considered a 'Turn- On' would include: getting things done on time, working with others, writing expressively, solving customer issues, and building relationships.

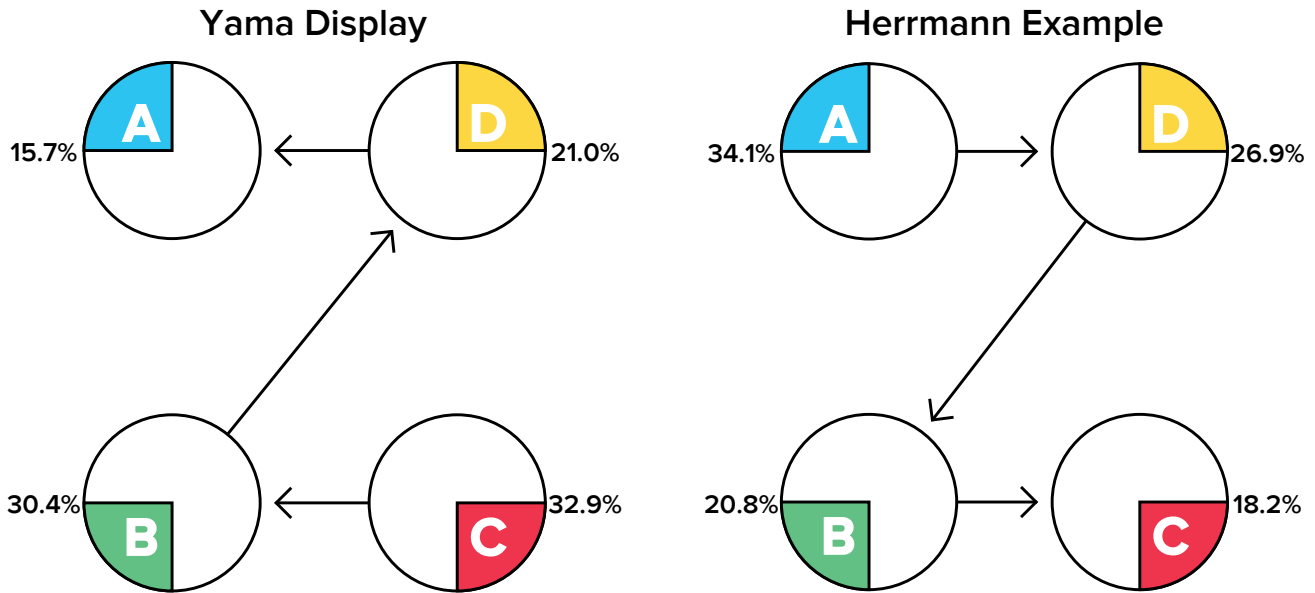
### Herrmann Example



Occupations typical of this profile include design engineers, financial consultants or advisers (those involved with forecasting financial trends), and research and development scientists - particularly physicists. It is also typical of senior executives in operating and strategic positions in technical organizations. Work that is considered a 'Turn- On' would include: working solo, making things work, being challenged, inventing solutions, bringing about change, and integrating ideas.

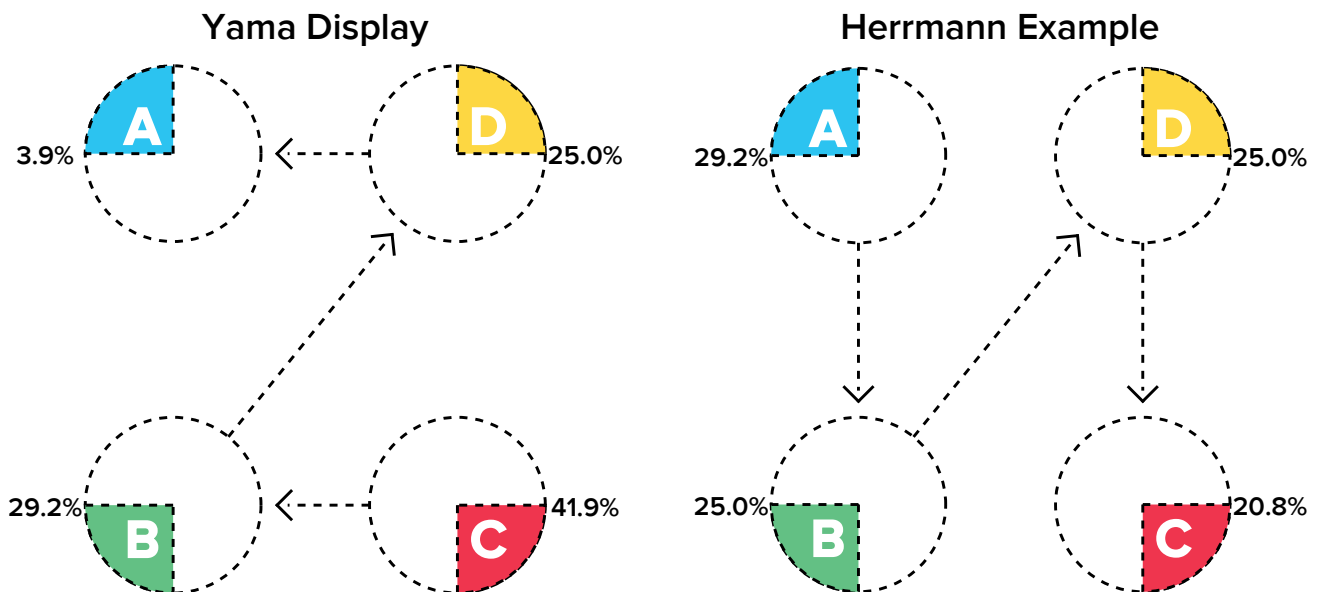
# Our Typical Process Flows Compared

This graphic presents what a typical process flow would look like for each of our thinking preferences.



# Our Under Pressure Process Flows Compared

This graphic presents the alternate flow of preferences under pressure.  
And where we may approach things when under pressure.



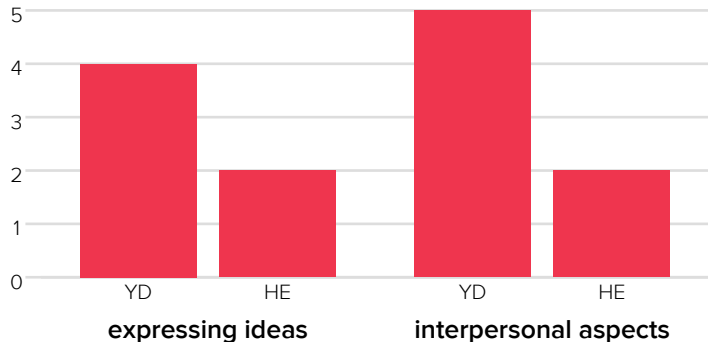
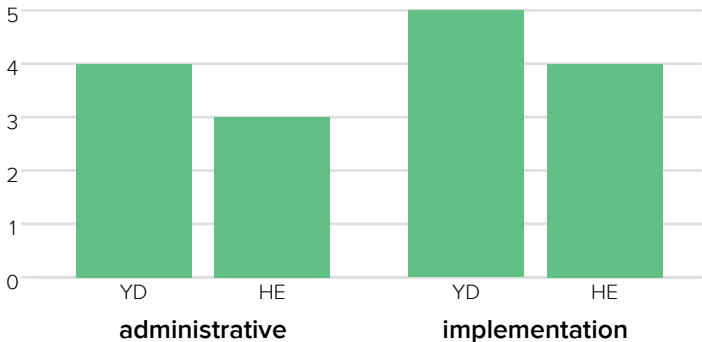
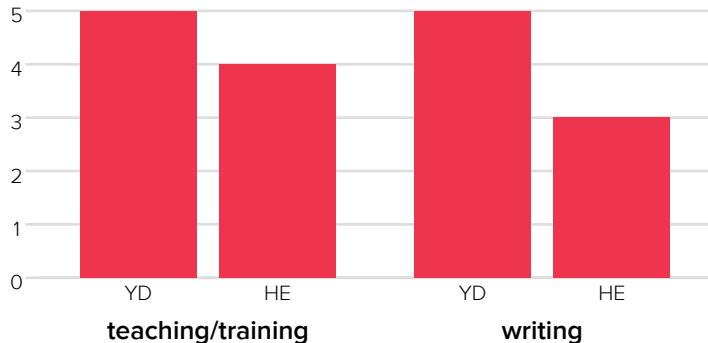
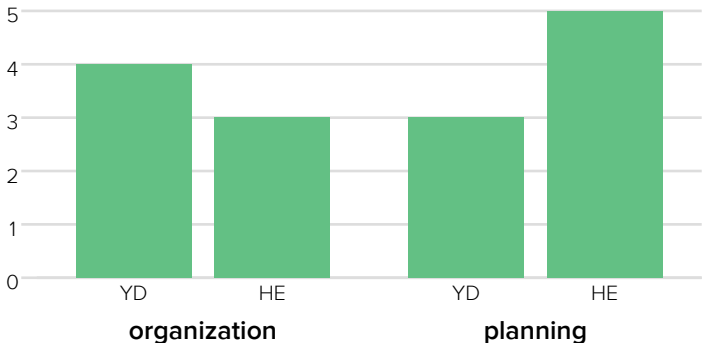
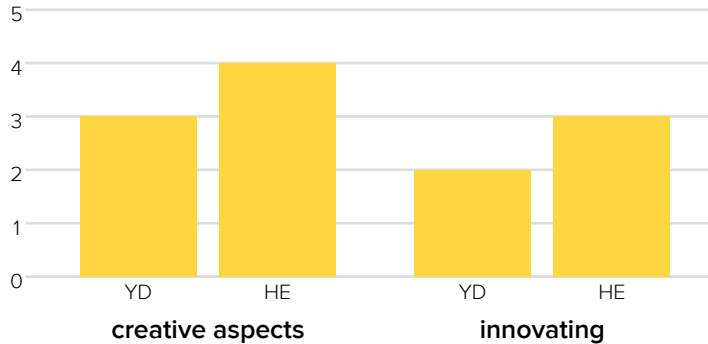
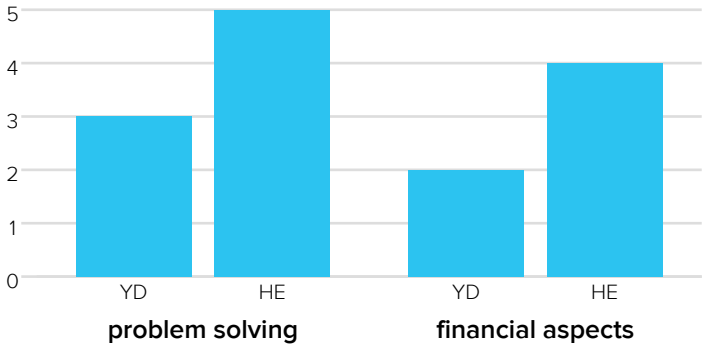
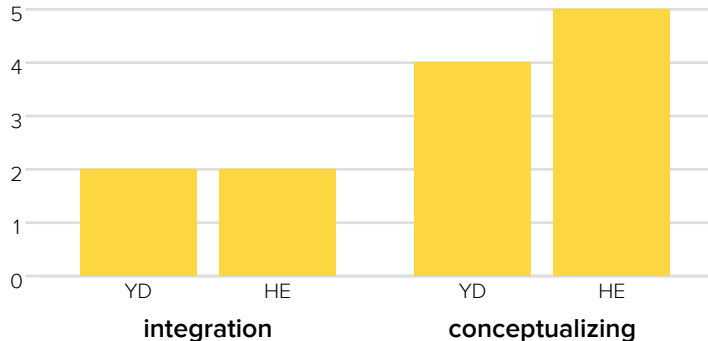
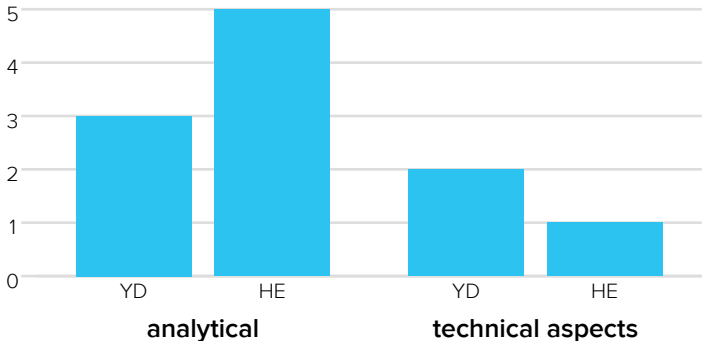
# How We See Ourselves

◆ Selected as the most descriptive

	YAMA DISPLAY	HERRMANN EXAMPLE
A	factual	factual
	logical	logical
	critical	critical
	rational	rational
	analytical	<b>analytical</b> ◆
	mathematical	mathematical
	quantitative	quantitative
	<hr/>	
B	reader	reader
	verbal	verbal
	detailed	detailed
	dominant	dominant
	controlled	controlled
	sequential	sequential
	conservative	conservative
<hr/>		
C	reader	reader
	verbal	verbal
	musical	musical
	symbolic	symbolic
	<b>emotional</b> ◆	<b>emotional</b>
	intuitive	intuitive
	spiritual	spiritual
<hr/>		
D	spatial	spatial
	artistic	artistic
	creative	creative
	holistic	holistic
	intuitive	intuitive
	synthesizer	synthesizer
	simultaneous	simultaneous



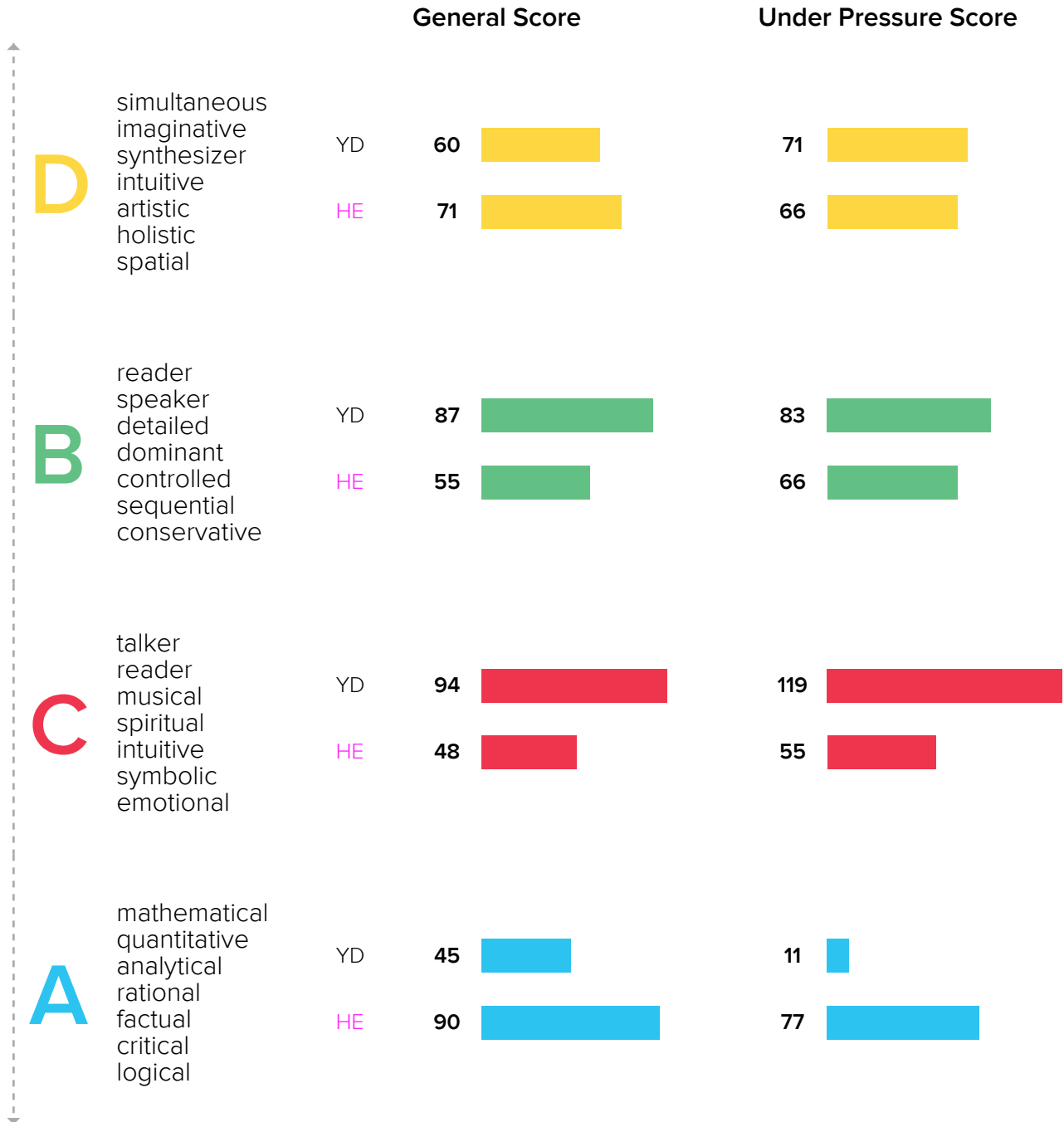
# Our Thinking at Work



# Where is Our Thinking Most in Sync?

Yama Display  
Herrmann Example

**More synchronized** When interacting, *start* here. The more synchronized the preferences, the more comfortable the interaction can be.



**Less synchronized** When interacting, *stretch* here. It may be less comfortable, but can be an opportunity to gain new perspectives from each other.

# Adjective Pairs Comparison

Adjective pairs are the forced-choice portion of the HBDI® that are used to create the under pressure profile.

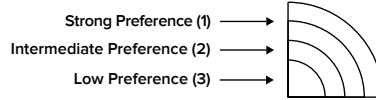
	YAMA DISPLAY	HERRMANN EXAMPLE
conservative / empathetic	conservative	empathetic
analyst / synthesizer	synthesizer	analyst
quantitative / musical	musical	quantitative
problem solver / planner	planner	problem solver
controlled / creative	creative	controlled
original / emotional	emotional	emotional
feeling / thinking	feeling	thinking
interpersonal / organizer	interpersonal	interpersonal
spiritual / creative	creative	creative
detailed / holistic	detailed	holistic
originate ideas / test and prove ideas	test and prove ideas	originate ideas
warm, friendly / analytical	warm, friendly	warm, friendly
imaginative / sequential	imaginative	sequential
original / reliable	reliable	original
creative / logical	creative	logical
controlled / emotional	emotional	controlled
musical / detailed	musical	detailed
simultaneous / empathetic	empathetic	simultaneous
communicator / conceptualizer	communicator	conceptualizer
technical things / people-oriented	people-oriented	people-oriented
well-organized / logical	well-organized	logical
rigorous thinking / metaphorical thinking	metaphorical thinking	rigorous thinking
like things planned / like things mathematical	like things planned	like things planned
technical / dominant	dominant	dominant

# Comparisons of Our Thinking Under Pressure

mathematical  
quantitative  
analytical  
rational  
factual  
critical  
logical

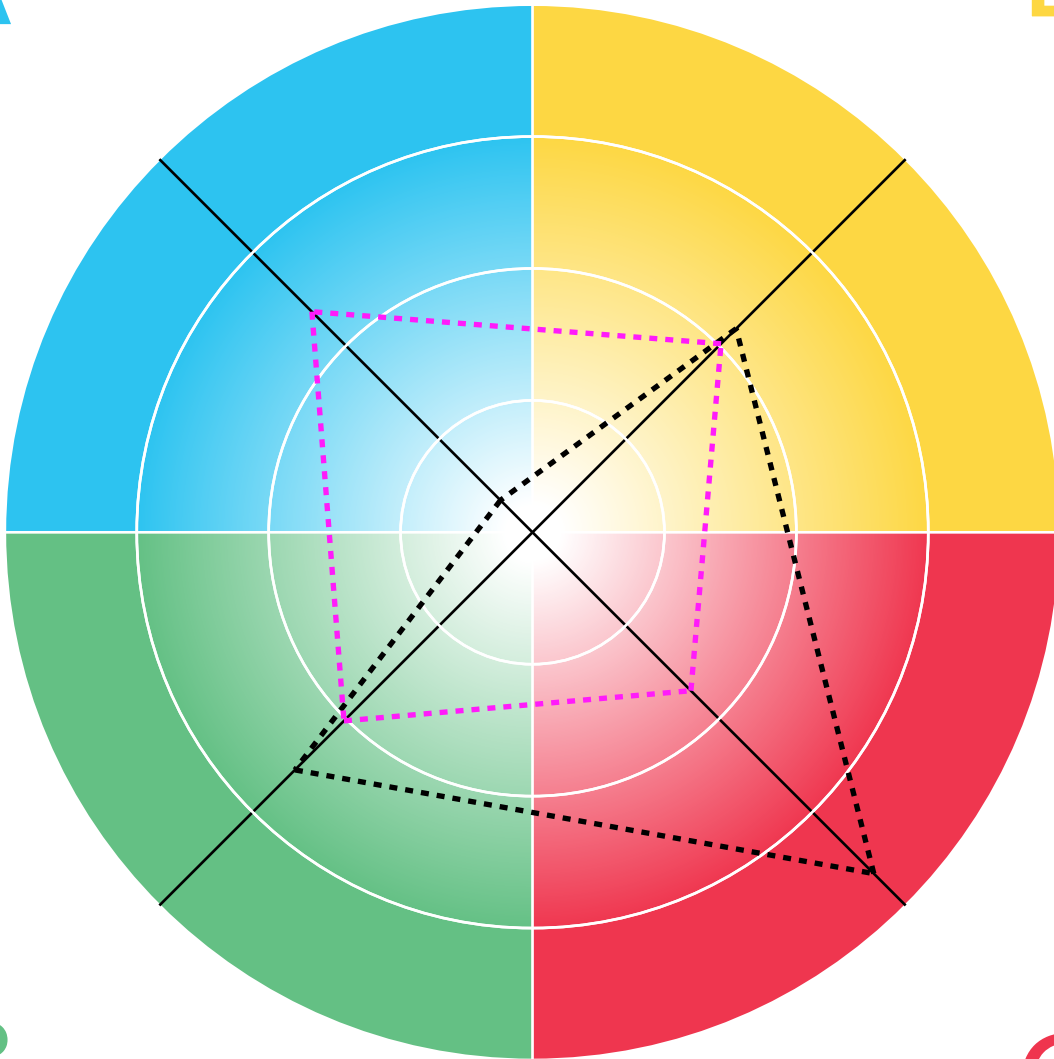
	A	B	C	D
Yama Display	11	83	119	71
Herrmann Example	77	66	55	66

simultaneous  
imaginative  
synthesizer  
intuitive  
artistic  
holistic  
spatial



A

D



B

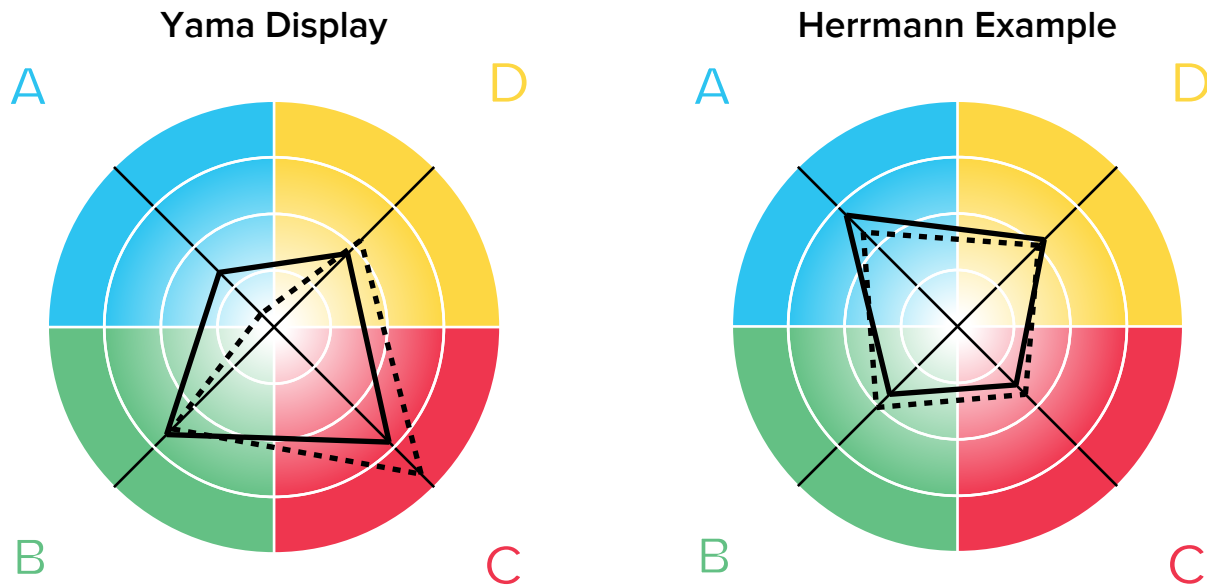
C

reader  
speaker  
detailed  
dominant  
controlled  
sequential  
conservative

talker  
reader  
musical  
spiritual  
intuitive  
symbolic  
emotional

# Our Thinking Under Pressure

General Score  
Under Pressure



Change from General Profile

Yama Display	-34	-4	+25	+11
Herrmann Example	-13	+11	+7	-5

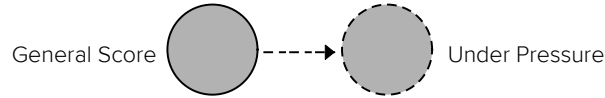
By forcing you to choose between two different terms, you can understand more about how your thinking preferences may differ in "under pressure" situations. These preferences may differ from your "day to day" preferences and may impact how you make decisions, solve problems and communicate during those under pressure situations.

# How Our Thinking Changes Under Pressure

mathematical  
quantitative  
analytical  
rational  
factual  
critical  
logical

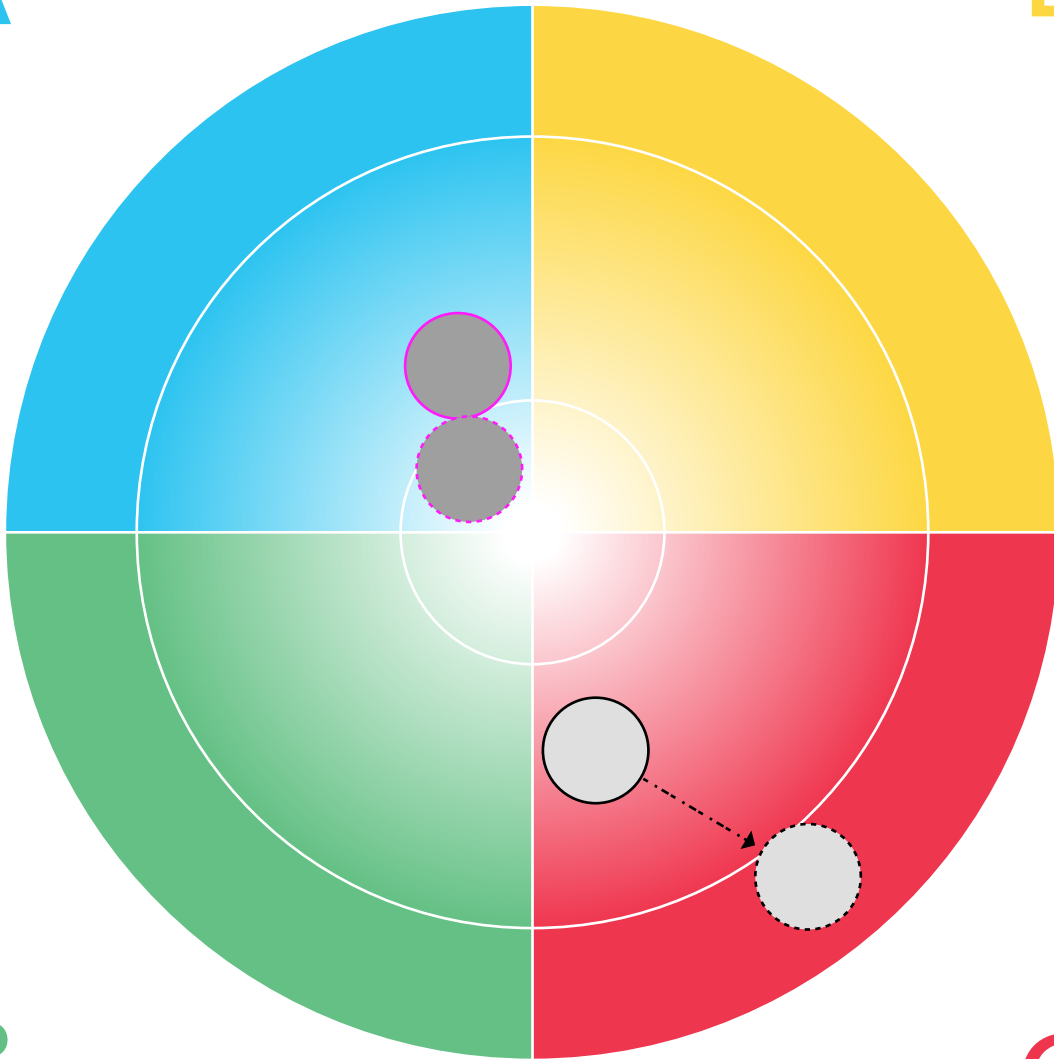
	A	B	C	D
<u>Yama Display</u>	-34	-4	+25	+11
<u>Herrmann Example</u>	-13	+11	+7	-5

simultaneous  
imaginative  
synthesizer  
intuitive  
artistic  
holistic  
spatial



A

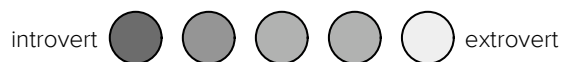
D



B

C

reader  
speaker  
detailed  
dominant  
controlled  
sequential  
conservative



talker  
reader  
musical  
spiritual  
intuitive  
symbolic  
emotional

# 20 Questions Comparison

strongly agree



agree



neutral



disagree



strongly disagree



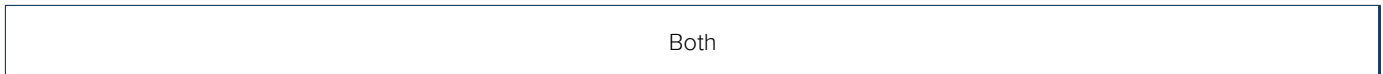
I feel that a step by step method is best for solving problems.



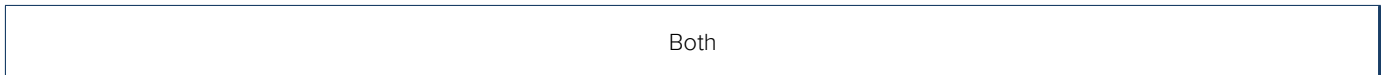
Daydreaming has provided the impetus for the solution of many of my more important problems.



I like people who are most sure of their conclusions.



I would rather be known as a reliable than an imaginative person.



I often get my best ideas when doing nothing in particular.



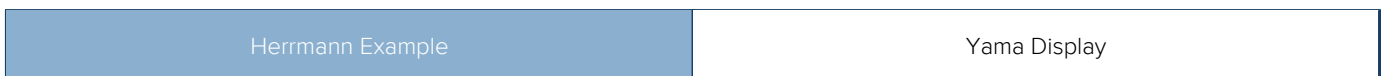
I rely on hunches and the feeling of "rightness" or "wrongness" when moving toward the solution to a problem.



I sometimes get a kick out of breaking the rules and doing things I'm not supposed to do.



Much of what is most important in life cannot be expressed in words.



I'm basically more competitive with others than self-competitive.



I would enjoy spending an entire day "alone with my thoughts."



# 20 Questions Comparison

strongly agree



agree



neutral



disagree



strongly disagree



I dislike things being uncertain and unpredictable.



I prefer to work with others in a team effort rather than solo.



It is important for me to have a place for everything and everything in its place.



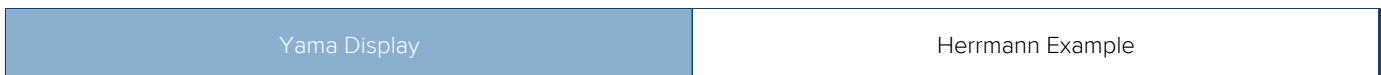
Unusual ideas and daring concepts interest and intrigue me.



I prefer specific instructions to those which leave many details optional.



Know-why is more important than know-how.



Thorough planning and organization of time are mandatory for solving difficult problems.



I can frequently anticipate the solutions to my problems.



I tend to rely more on my first impressions and feelings when making judgments than on a careful analysis of the situation.



I feel that laws should be strictly enforced.

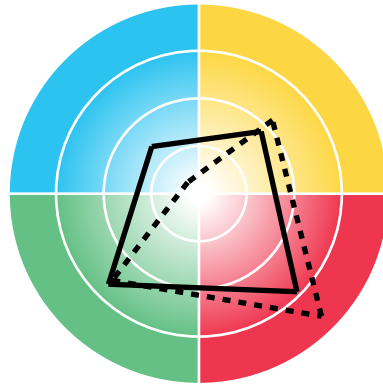




# Solving Problems Tip Sheet

General Score  
Under Pressure Score

Yama Display



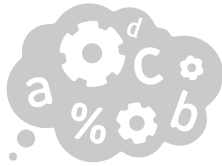
Herrmann Example



	A	B	C	D
Preference Code	2	1	1	2
Profile Scores	45	87	94	60
Under Pressure	11	83	119	71

	A	B	C	D
Preference Code	1	2	2	1
Profile Scores	90	55	48	71
Under Pressure	77	66	55	66

## Problem Solving



### Yama Display prefers...

- Step- by- step method
- Time line principles
- Team process
- Intuitive feelings

### ...but might overlook

- Defining the problem
- Critical analysis
- Visualization
- Incubation

### Herrmann Example prefers...

- Re- engineering
- Brainstorming
- Modeling
- Sketching
- Research
- Strategic thinking

### ...but might overlook

- Strict procedure
- Implementation aspects
- Team processes
- Emotional reasoning

### My Personal Action Steps for Solving Problems Together:

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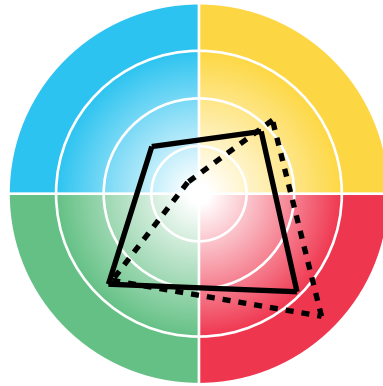


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# Communication Tips Sheet

General Score  
Under Pressure Score

Yama Display



	A	B	C	D
Preference Code	2	1	1	2
Profile Scores	45	87	94	60
Under Pressure	11	83	119	71

Herrmann Example



	A	B	C	D
Preference Code	1	2	2	1
Profile Scores	90	55	48	71
Under Pressure	77	66	55	66

## Communication



### Yama Display prefers...

- A step- by- step unfolding of the topic
- Practical answers to who, what, when, where and how
- Understanding how others will react
- The personal touch

### ...but might overlook

- Data and facts
- Technical accuracy
- Visuals
- An overview

### Herrmann Example prefers...

- No beating around the bush
- Think big picture
- Direct to the point language
- Cluster thinking into idea chunks
- Be accurate and specific
- Use visuals

### ...but might overlook

- Written schedule and plan
- Having a people focus

### My Personal Action Steps for Communication:

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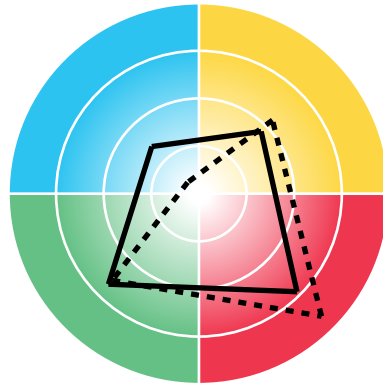


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# Making Decisions Tip Sheet

General Score  
Under Pressure Score

Yama Display



	A	B	C	D
Preference Code	2	1	1	2
Profile Scores	45	87	94	60
Under Pressure	11	83	119	71

Herrmann Example



	A	B	C	D
Preference Code	1	2	2	1
Profile Scores	90	55	48	71
Under Pressure	77	66	55	66

## Decision Making



### Yama Display prefers...

- What is the appropriate sequence?
- How will this affect others?

### ...but might overlook

- Taking risks
- Gathering facts

### Herrmann Example prefers...

- Do I have all the information?
- Have I seen all the hidden possibilities?

### ...but might overlook

- Practicality
- Following procedure
- Affecting others
- Intuition/gut reaction

### My Personal Action Steps for Making Decisions:

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Yama Display  
Herrmann Example