



Intelligence Application Questionnaire

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More Than Just Knowledge

- Human beings are more than just the knowledge, skills and experience they have gained: we are all unique. Personality plays a part in our uniqueness , so does the way we apply our intelligence
- Intelligence can be defined as the knowledge and opportunity for experience that we amass over time and the manner in which we chose to apply to communicate and solve problems
- Intelligence application looks solely at how people *apply their thinking* the 'natural flow of intelligence'

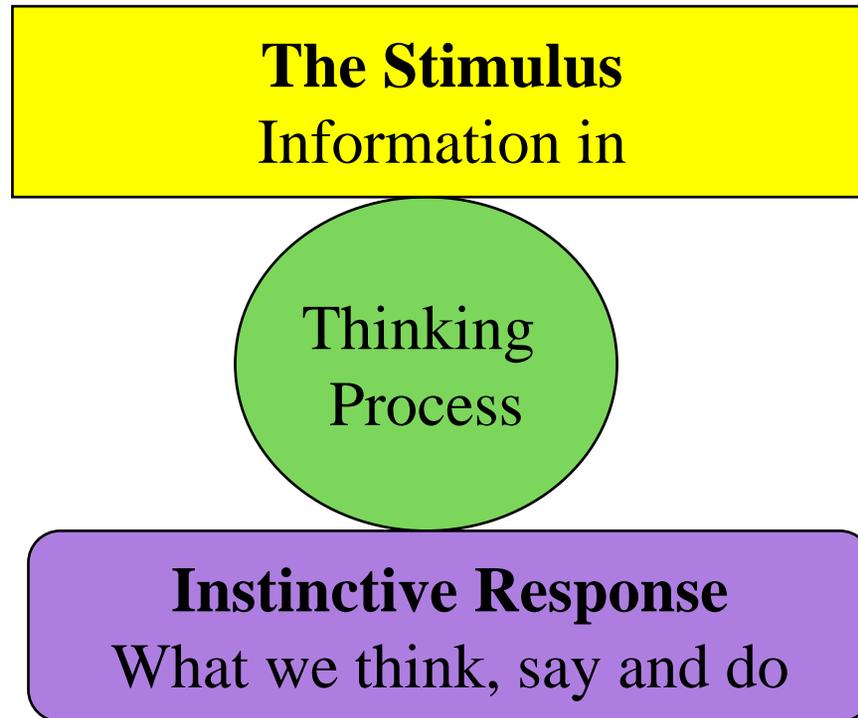
Some Key characteristics Of The IAQ

- Intelligence application is not a competence test
- Results rely on your self awareness
- Results will allow you to think about the impact you have on other people and how you come across to them
- This is a stable state questionnaire and not one that looks at how your thinking might change in times of stress. In these circumstances your results could vary
- Application of intelligence, like many psychological principles, can be conscious or otherwise. We may not always be aware of the way that we think, what we chose to pay attention to and filter – and the impact our thinking can have on others. However, we all respond to *stimulus* and we all have our own *instinctive responses*

The Three Styles

- This questionnaire considers three domains of intelligence:
 - **Practical** – *"How will it work? – It won't work!"*
 - **Creative** – *"What else can we do? – We should do it this way!"*
 - **Conceptual** – *"What does it really mean? – I can't see how that relates!"*
- Each of these styles will be explained in the following pages. The following model shows how the various domains of intelligence can be viewed

Model Of Intelligence Application



The Three Domains

- Practical:
 - Taking information in:
 - Attending to necessary detail. Arranging ideas to fit into a practical solution. Adopt 'what if' questions. Once sufficient information has been gathered, might be prone to jumping to solutions. Naturally concerned with applications and outcomes
 - Process thinking:
 - Ordered and functional approach, likes to focus on how things will work and visualising what things will look like. Could be rushed and can jump to the end of a problem without challenging own thinking. Dislikes 'ivory tower' thinking and prefers a grounded approach

The Three Domains

- Practical: How others may perceive you:
 - Communication:
 - Ordered and precise. Confident about own solutions. Rely on past experience - what has worked before. Able to give explanation for decisions. When speaking, will refer to logic rather than instinct or, 'just a feeling'. Likely to be seen by others as having common sense

The Three Domains

- Creative:
 - Taking information in:
 - Pays attention to detail and will 'see' lots of different meanings and possibilities. Will see lots of options and if not controlled might be overwhelmed with the possibilities. Can generate ideas and weigh up the options. When challenging ideas of others, is likely to come up with new approaches that are not seen by the other person

The Three Domains

- Process thinking:
 - Will challenge the current state. Can see lots of potential ways to proceed. Will rely on instinct and what feels right. Thinking can be radical, chaotic and lacking structure - outcome might be unexpected. Comfortable working with ambiguity and may have less of a need for a process than others

The Three Domains

- Communication: How others may perceive you:
 - May communicate lots of ideas without a sense of action. Will communicate the 'unexpected' that may require additional communication to explain how the decision was made. May come across to others as unstructured and not having thought things through. May present more than one solution at a time.

The Three Domains

- **Conceptual:**
 - **Taking information in:**
 - Will see detail but reduce into higher level categories and themes. Will possibly take longer than most to take information in as they are processing and seeking to see how the information fits with other existing concepts. Will trust past experience and intuition about what will work. Will 'see' the information before them, and will naturally make some connections with other ideas

The Three Domains

- Process thinking:
 - Will ask questions like, 'why', and 'what if'. Will take a logical approach, covering all the bases and thinking about all the options. Will think about the current and future states, and will work both backwards and forwards to see how a solution can be reached. Will look for meaning and understanding from the facts that have been presented. Might possibly distort the original data to fit with their own assumptions

The Three Domains

- Communication: How others may perceive you:
 - Can back up what they say with logic and examples, may use lots of metaphors to prove their point. May not initially come across as precise and clear in what you say as you will prefer to focus on a high level, rather than getting into the substance or detail of the matter. May not be practically oriented and may not have thought through how things will work

Benefits Of Being Practical

- Stick to the basics – reliable and realistic
- Feet on the ground – no random “blue sky” thinking
- Knowing it will work because you’ve thought it through
- Considered all the possibilities beforehand
- When explaining practical thinking, it enables others to see clearly the thinking behind the process and the intended outcome

Downsides Of Being Too Practical

- Can be too slow to act – needing to be sure before taking action or making a decision
- Can be too quick to act – seizing upon something that is known to work before thinking about all the possible options
- Predictable (so nothing new ventured – the expected outcome)
- Can dislike taking risk
- Change might have to be certain before action is taken
- Can be seen as unadventurous

Benefits Of Being Conceptual

- Well thought-out approach
- Appreciates the surrounding context
- Able to see the connections to other areas
- Can link new information into already existing information
- Will suitably explore an issue and look for the meaning behind it

Downsides Of Being Too Conceptual

- May over analyze and therefore take a long time to decide
- May seem a little remote
- May take some time to see the practical solution
- May not have thought through what the practical implications are for an intended course of action
- May use concepts that are not shared and understood by everyone

Benefits Of Being Creative

- Able to see things that others just cannot see
- Finds the unexpected
- Offers a sense of excitement and can enthuse people with new ideas and new ways of looking at things
- Will often be able to see things from a multitude of perspectives

Downsides Of Being Too Creative

- May want to explore all possible solutions, some of which are not as feasible as others
- Can come across to others as having unstructured thinking and thinking without supporting logic – jumping about in a conversation
- Unless skilled in communicating and 'positioning' their thoughts, may well come across as unstructured
- May not have thought through the practical implications of how the idea will work

Benefits And Downsides Creative And Conceptual

- Will enjoy seeing the possibilities in information and seeking out a deeper meaning
- Will enjoy challenging all facts and assumptions and taking ideas apart to see if there is a better way
- May be prone to intellectualizing and may not know when enough thinking is enough
- May enjoy living with ambiguity and focusing on the process at hand, possibly at the extent of the content – losing sight of the original objective is a real risk with this type of thinking
- Of all types and blends may come across to others as the most considered and well thought out

Benefits And Downsides

Practical And Creative

- Enjoys exploring options for implementation and thinking about different ideas that will work
- Enjoys a challenge and looking for flaws, as well as thinking of ways to improve the current state. Might come across to others as negative – always finding areas that can be improved
- May struggle sometimes to manage the two preferences - managing a wealth of ideas with the need to be practical. Therefore, may at times get stuck in problem solving
- May well be effective at communicating, being able to blend realism with potential ideas. Will often have real belief in their own solutions

Benefits And Downsides Conceptual And Practical

- Will seek the real meaning behind information and will 'see' solid logic to situations that others might not see
- Will want to communicate the headlines and also the meaning and rationale of a point – may take longer than others to share their thinking
- Will want to understand matters in their own way and be sure of how small points fit into the bigger picture
- May come across to others as wordy with a tendency to over explain
- Will often see meaning that others might overlook

Benefits And Downsides

Practical, Creative And Conceptual

- In broad terms can be seen to possess the benefits and the downsides of all the domains
- At their best, are able to shape their thinking and approach to the circumstances, with no clear reliance or preference for one domain of thinking, choosing the approach that will work best
- Will be able to move from the high level meaning of a situation to the detail, and also consider alternative options
- May have a tendency to be overwhelmed by information and ideas and take longer to come to conclusions than others
- On occasion may come across to others as indecisive – presenting too many options

In Summary, Clashing And Complimenting

- Knowing your style can help you to work with others in a more productive fashion, avoiding the clashes and maximizing complimentary areas
- Appreciating other's styles can help you to better understand them and work with them in a more constructive fashion
- Appreciating that people can work together to greater effect, offering a wider range of thinking that embraces all three domains

Increasing Practicality

- Ask questions to pin things down, like:
 - Why are we doing this?
 - How will it work?
 - What are the timescales?
- See the conclusion:
 - What will this look like?
 - What are the benefits?
 - How will we know that things will be different when we get there, what will we see?

Increasing Conceptual Thinking

- Ask questions, to broaden the thinking, like:
 - What is the meaning here?
 - Why has this happened?
 - What are *all* the implications?
- See the conclusion in terms of:
 - How does this fit with other issues?
 - What's really at the root cause here?
 - What will happen if we don't do this, what will happen if we do – what will the difference be?
 - Who are the stakeholders in this, what do they think?

Increasing Creativity

- Ask questions to challenge the assumption, like:
 - What else, what else what else? Keep on probing...
 - What would other people do?
 - Why do we have to do that?
 - Let's rethink this, what are we trying to achieve here? And consider working backwards from the desired solution instead of working towards it
- See the conclusion in terms of:
 - What would be unexpected, have some impact and get us where we want to be?
 - If I were X, what would they do?
 - Challenge all assumptions - why do things have to be that way...?