

# ORG -ology

## LEARNING, INFORMATION GATHERING, AND EVALUATION STYLE INVENTORY (LIGES)©

The Science and Measures Behind Learning





North America Corporate Office  
New York City

European Office  
Barcelona, Spain

## INTRODUCTION

Improving individuals' and groups' abilities to solve problems and make decisions is recognized as an important issue in education, industry, and government. Recent research has identified models of problem solving, although there is less agreement as to appropriate techniques. Separate research on personality and cognitive styles has identified important individual differences in how people approach and solve problems and make decisions. This inventory will help the organization and individual understand the problem-solving process as it relates to performance and improvement based on Carl Jung's theory of personality types and will help the organization identify specific techniques to support individual differences.

The recent transition to the information age has focused attention on the processes of problem solving and decision making and their improvement (Nickerson, Perkins, & Smith, 1985; Stice, 1987; Whimbey & Lochhead, 1982). In fact, Gagne (1974, 1984) considers the strategies used in these processes to be a primary outcome of modern education. Although there is increasing agreement regarding the prescriptive steps to be used in problem solving, there is less consensus on specific techniques to be employed at each step in the problem-solving/decision-making process.

## WHY USE THE LIGES?

There is concurrent and parallel research on personality and cognitive styles that describes individuals' preferred patterns for approaching problems and decisions and their utilization of specific skills required by these processes (e.g., encoding, storage, retrieval, etc.). Researchers have studied the relationship between personality characteristics and problem-solving strategies (Heppner, Neal, & Larson, 1984; Hopper & Kirschenbaum, 1985; Myers, 1980), with Jung's (1971) theory on psychological type serving as the basis for much of this work.

One conclusion that may be drawn from these investigations is that individual differences in problem-solving and decision making must be considered to adequately understand the dynamics of these processes (Stice, 1987). Attention must be paid to both the problem-solving process and the specific techniques associated with important personal characteristics. That is, individuals and organizations must have a problem-solving process as well as specific techniques congruent with individual styles if they are to capitalize on these areas of current research.

The purpose of this inventory is to relate a model of the problem-solving process to a theory of personality type and temperaments to facilitate problem solving by focusing on important individual differences. Specific techniques that can be used in the problem-solving/decision-

making process to take advantage of these differences also are identified. The integrated process is applicable to a variety of individual and group situations.

## COGNITIVE STRATEGIES

Cognitive Styles: individuals are faced with overwhelming information; only part of it can be given attention and acted upon. People develop strategies to reduce and interpret information they receive. Information processing strategies.

Two cognitive strategies based on Carl Jung:

- Information gathering
- Information evaluation

Information gathering and information evaluation use different filtering strategies:

- **INTUITIVE STRATEGY:** takes a holistic view and emphasizes commonalities and generalizations; relationships among various elements of data. Intuitive thinkers have preconceived notions about the sort of information that may be relevant and look for information consistent with preconceptions.
- **SENSING STRATEGY:** focuses on detail, or on specific attributes of each element of the data, rather than relationships among the elements.
- **THINKING STRATEGY:** evaluates information using a systematic plan with specific sequential steps. Focus on appropriate methods and logical progression. Relying on objective data, problems must fit a familiar framework, emphasis on methods and procedures.
- **FEELING STRATEGY:** approaches a problem on the basis of “gut feeling”, or an internal sense of how to respond. The problem is defined according to trial and error. Problem solving is inspirational rather than logical.

## WHY US

Org-ology is a global organization development and organization design consulting firm staffed with various skill sets including medical doctors, consulting psychologists, and other highly skilled practitioners. These specialists represent the most qualified and capable in their competency areas to coach your staff and teams from an organizational development perspective.

Org-ology, through our long-standing relationship with organizations like yours and our substantial public and private sector practice, is uniquely qualified to assist your organization in achieving its goals. Our team of professionals brings well-established, positive relationships, deep technical expertise, and unparalleled public and private sector experience. We are the right choice and distinguish ourselves from the competition in the following ways:

**INNOVATIVE SOLUTIONS**—Our qualifications demonstrate that we’ve worked with many organizations similar to yours. This depth of experience is important because it enables us to offer you innovative thinking and solutions that are pragmatic, unique, and right for you.

With more than 20 years' experience with similar organizations, the most important client is you. We use our experience to find the best solutions for your organization, with its unique challenges. Using creativity, pragmatism, and data we put our deep experience to work for your organization.

**BUILT TO SUCCEED AND SUSTAIN**—We believe in delivering lasting success. Value, cost-savings, and return on investment (ROI) all come from successfully implementing the right project in the right way.

True value and cost savings comes from a project that can sustain and continue to succeed after it's been launched. Our solutions demonstrate that value.

**DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)-CERTIFIED**—DEIA is not a trend. For over the last decade Org-ology consulting services have integrated the DEIA lens into our work.

Diversity, Equity, Inclusion and Accessibility are central high-functioning, best-in-class organizations. We approach this through:

- Improving policies and practices to create and support full diversity
- Building a culture of trust, respect, and engagement for all employees
- Focusing on an organization that allows not only for all groups to thrive but also increased organization effectiveness
- Assessing and adjusting to evolve as decision makers to:
  - Admit when course corrections or other alterations need to be made.
  - Continue to “listen to learn” from diverse viewpoints along the way.

**DEMONSTRATED TRACK RECORD**—Org-ology has deep and broad experience in the public and private sector. Key to our retention has been a record of strong client service and consultative services. We have provided innovative and strategic solutions that have resulted in significant savings for our clients and their employees and participants. To illustrate this point, our leadership has served the State and Federal agencies for more than 20 years. Our public and private sector client list illustrates our knowledge and understanding of industry-specific processes, challenges, and solutions.

**QUALITY PRODUCT DEVELOPMENT AND DELIVERY**—You will receive very high-quality work from committed professionals while consistently meeting your deadlines.

You will always receive a consistently high level of service throughout the contract period from an organization that is committed to your success. This commitment to service excellence has been a key driver of our strong client growth and our continuous relationships with our clients. This growth has allowed us to invest in research, development, education, and training, and to recruit some of the best and brightest professionals in the industry to meet your needs.

**VAST RESOURCES**—Org-ology and our partner firms are comprised of several complementary practices that include Organization Design/Re-organization, Employee and Organization Performance Management, Change Management Consulting, Human Capital Development, Employee Training, Leadership Coaching and Engagement, and Management Consulting.

Throughout the course of our relationship, issues could arise which fall outside the confines of the coaching support services. We are able to assist you in addressing these topics through a broad network of local and national client service professionals.

**HIGH VALUE**—Org-ology is committed to offering you value in consulting services. We look forward to bringing innovative solutions as you seek to provide cost-effective and quality services to your constituents. By selecting Org-ology, you will get high value consulting services for the fees paid for each of the services mentioned above, especially our public sector experience. Our pricing reflects professional fees that recognize the economic realities of public sector consulting.

If you have any questions regarding this proposal, please contact Dr. Brent Oberholtzer at 301-789-9795 [brentoberholtzer@org-ology.com](mailto:brentoberholtzer@org-ology.com) or Heidi Feickert at 240-620-3655 [heidifeickert@org-ology.com](mailto:heidifeickert@org-ology.com).

Sincerely,  
Org-ology

## ORG-LOGY PAST PERFORMANCE

The key to exemplary professional services is diverse, talented, experienced, and dedicated professionals. Led by our principals, the multidisciplinary team of professionals selected to serve you brings a combination of high-level client service, public and private sector industry knowledge, consulting experience, and business acumen that you will not find from another service provider. Collectively, they possess the breadth of skills needed for your organizations current and future needs.

Various past performance evaluations are available upon request

## SOME OF OUR PREVIOUS CLIENTS

