

INTRODUCTION TO InQ  
and  
CATALOG OF EDUCATIONAL MATERIALS

When  
how you think  
is as important as  
how you relate

**InQ EDUCATIONAL MATERIALS, INC.**

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## President's Message

Dear Colleague,

You can find literally dozens of questionnaires and tests that purport to measure your personality, leadership style, interpersonal skills, or attitudes. But there is only one that measures how you think, and that is the InQ -- the Inquiry Mode Questionnaire.

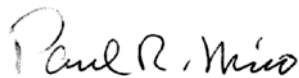
Your thinking style -- how you gather and process information, how you use that information to make and act on decisions, even what kind of information you gravitate towards -- influences your every action. It is the basic mental model that you use to explain the world, yourself, and others. If you understand thinking styles -- your own and others -- you can then understand how to make the most of your interactions.

For that reason, the InQ and its related learning materials are ideally suited for a wide variety of performance-improvement activities.

Understanding how people think is essential, especially for developing activities that improve leadership, team building, negotiation skills, conflict management problem solving, communications, sales, and decision making.

Please take a few moments to review this catalog, which offers the InQ in a variety of interpretations, applications, and training resources. We are confident you will find the materials that are best suited to your needs, that will be valuable in your professional development, and that will help you build more effective teams and improve organizational performance.

Sincerely,



Paul R. Mico  
President

### Our Guarantee

If you are not satisfied with our materials, please return them to us with our invoice or receipt, and a brief note explaining why they failed to meet your expectations, and you will receive a full refund.

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## International Association of Business Communicators

To compete these days organizations need people who think and work well in teams. But not everyone thinks the same way. If they did, teamwork would be easy but innovation would be impossible. Teams composed of people with different thinking styles either create new ideas or subside into gridlock. Knowing your own and others thinking styles -- and valuing the differences -- gives you a better shot at working together effectively. InQ gives you a tool that helps you leverage your organization's greatest asset -- your intellectual capital.

Elizabeth Allan, CAE  
Former President and CEO, IABC

## Thinking About Thinking

Most of us don't think about the way we think, yet the evidence is impressive that different people really do think about things in different ways. The actual thinking process and approach varies, from an interactive mix of inherited tendencies and perception-shaping experiences. Each of us comes to favor particular methods and approaches to apprehending the world around us, to making sense of it, and then to applying what we know towards attaining goals and solving problems.

We pay attention to different aspects of reality. We gather different data, order them differently, draw different conclusions from them, make quite different decisions, and then proceed to implement those decisions in very different ways.

Our unique ways of thinking have a profound effect on what we do and how we do it.

The InQ came about in 1977 when we were asked a fascinating question: How can highly intelligent, experienced managers make absolutely poor decisions, then push them until a disaster occurs?

We found that part of the answer was a poor fit between the decision to be made and the thinking styles of those who were making them. We turned to the studies of Wes Churchman (University of California, Berkeley) and Ian Miroff (University of Pittsburgh). In their separate studies, they explored people's inquiry modes — that is, how people gather and process information. Their studies solidified our belief that people fall into basic, discernible types in the ways they think.

We didn't know at the time, but we were at the forefront of what is now a cognitive revolution. Our research provided many insights into why some individuals continue to pursue strategies that do not produce results, while others are successful at it.

Peter Senge's work with mental models and Chris Argyris' work on single- and double-loop learning reaffirm the phenomenon — people often believe that their model is the best way.

The InQ provides a neutral, nonjudgmental and non-threatening mechanism for exploring differences in thinking styles. Consider using it for your next staff development, team development, or organization development activity.

# # # # #

## What is the InQ?

The InQ -- the Inquiry Mode Questionnaire -- is a set of statements with forced, multiple-choice responses designed to determine the subject's mode of thinking. Strong evidence from both experimental and field research, supported by factor-analysis studies, points to the existence of five styles which define most human thinking. The InQ measures the extent to which a person uses each of these styles, highlighting the strengths and limitations of each. It measures thinking, not some aspect of personality, and describes key behavioral cues related to each. The five styles are:

**Synthesists**, who focus their thinking on ideas and find connections among things that other people see as having little or no relationship -- their style is challenging, speculative, integrative, and process-oriented;

**Idealists**, who experience reality as the whole into which new data are assimilated, based on perceived similarities to things they already know -- their style is assimilative, receptive, and need-oriented;

**Pragmatists**, who perceive a world constantly changing and largely unpredictable, requiring a flexible whatever-works approach to problem-solving -- their style is adaptive, incremental, and payoff-oriented;

**Analysts**, who see the world as structured, organized, and predictable, who believe there should be one best method for doing anything -- their style is prescriptive and method-oriented; and

**Realists**, who are inductive, whose mental modes are derived chiefly from observation and their own experiences -- their style is empirical and task-oriented.

### Peter Senge

Like a pane of glass, framing and subtly distorting our vision, mental models determine what we see.

Author, *The Fifth Discipline*

### Chris Argyris

Every company faces a learning dilemma: The smart people find it the hardest to learn.

Author, *Teaching Smart People to Learn*

## Trainer-Administered Materials

When how people think is as important as how they relate: The following materials have been developed for use by trainers (or facilitators, seminar leaders, or team leaders) who are responsible for the design and implementation of trainee-learning experiences. The workshop trainer can design an experience lasting from a half- to a full day, depending on the mix of instruments used and the extent to which trainee participation is desired.

### **#3000, The InQ – Inquiry Mode Questionnaire**

This is the original, basic InQ Questionnaire, designed to be administered to trainees by a trainer. It contains 18 forced-choice items and enables trainees to determine their Styles-of-Thinking scores and construct their Thinking Profiles.

#3000, ISBN 0-89914-056-4, (10-pak) \$69.95  
Single copies, each \$8.95

### **#3031, The Basic InQ Instrument in the Spanish Language**

Preferencias en la Forma de Hacer Preguntas y Tomar Decisiones. (The trainer who works with Spanish-speaking trainees should be bilingual in order to utilize our other, related, English-language materials.)

#3031, ISBN 0-89914-063-7, (10-pak) (\$69.95  
Single copies, each \$8.95

### **#3010, Manual of Administration and Interpretation**

This comprehensive manual is required reading for any trainer or facilitator conducting a workshop on thinking styles for the first time. It provides detailed descriptions of the five thinking styles and of possible combinations. It provides instructions for administering, scoring, and interpreting results. In addition, it contains supplementary materials and exercises, discusses validity and reliability data, and presents occupational norm profiles.

#3010, ISBN 0-89914-053-X, Single copies, each \$16.95

### **#3011, Presenter's Guide for Basic Concepts**

This is a step-by-step introduction that includes a suggested workshop agenda, a checklist, and a description of required materials, along with sample presentation charts and hints from experienced presenters.

#3011, ISBN 0-89914-054-8, Single copies, each \$13.95

### **#3012, Presenter's Lecture Notes and Transparencies**

This loose-leaf binder contains lecture notes for leading a work session on thinking styles, as covered in the Presenter's Guide (#3011), above, along with color transparencies and reproducible handouts.

#3012, ISBN 0-89914-055-6, Single copies, each \$110.95

### **#3020, Workbook for Modifying Your Thinking Profile**

Designed for workshop use, this workbook provides participants with a format for easy, structured note-taking, idea generation, and self-reflection. It includes worksheets that help participants develop strategic plans for making the most of their thinking styles. This flexible presentation tool gives trainers considerable freedom in determining how best to use it in their workshops.

#3020, ISBN 0-89914-057-2, (10-pak) \$49.95  
Single copies, each \$6.95

### **#3021, Workbook for Recognizing Others' Thinking Profiles**

Designed for workshop use, this workbook provides participants with a format for honing their skills of observers of others' thinking styles. It includes a handy overview of behavioral cues to a person's thinking preference, along with exercises to sharpen recognition skills and a worksheet for developing strategic plans for working with, and influencing, others' thinking styles.

#3021, ISBN 0-89914-058-0, (10-pak) \$49.95  
Single copies, each \$6.95

### **#3022, Workbook for the Sales Professional**

This workbook is designed especially for the trainer who works with sales personnel. Written by and for sales professionals, it reviews the five thinking styles, identifies potential compatibility problems between styles that could hamper a sales negotiation, and discusses the best sales strategies for each thinking style from both the seller's and buyer's perspectives.

#3022, ISBN 0-89914-059-9, (10-pak) \$69.95  
Single copies, each \$8.95

### **#3023, Recognizing Others' Preferences**

This instrument is taken from the Workbook for Recognizing Others' Thinking Profiles (#3021, above). Instead of completing the InQ for yourself, this enables you to complete it for another person, using your knowledge and perceptions of how that person thinks and does things. Ideally, conditions would be such that you could share and discuss your results with that person for confirming or modifying your impressions. By the same token, you can learn how others see you and compare that feedback with your own assessment of yourself. When team members take the time to do this for each other, the feedback and team-development process can be powerful.

#3023, ISBN 0-89914-060-2, (10-pak) \$49.95  
Single copies, each \$6.95

### **#3024, Quick Reference Guide**

This handy 3x5 fold-out guide provides the basic behavioral cues for each of the five thinking styles. It is small enough to fit into your pocket or purse, and is easy to use.

#3024, ISBN 0-89914-061-0, (10-pak) \$19.95  
Single copies, each \$2.95

### **#3019, Sampler Set of Trainer-Administered Materials for Trainers**

This set is made up of one copy each of the ten above materials. Not only will the study of them expand your understanding of thinking styles, the review will enable you to package the materials the way you want to use them in your training programs.

#3019, Single sets, each \$169.95

### **#3007, PowerPoint Presentation, for Trainers, 32 slides**

These slides show the characteristics, strengths, and liabilities of each thinking style, as well as how one should best respond to a person who has a certain thinking style. These slides are accompanied by a set of notes to enhance the trainer's presentation.

This must be ordered separately. It is not included in #3019, Sampler Set. Please indicate whether you want it sent to you as an e-mail attachment, or shipped as a CD disk. If e-mail, please provide your e-mail address.

#3007, ISBN 0-89914-072-6, Single copies, each \$159.95

## Self-Administered Materials for Use by Self-Motivated Individuals

We present three instruments specially designed for the individual for whom how you think is as important as how you relate. #3001 enables you to administer the instrument to yourself and to interpret the results; #3002 enables you to modify and improve your thinking style; and #3003 enables you to study the thinking styles of others in the effort to better influence them. In addition, we offer the best-selling paperback book, *The Art of Thinking*, for self-study.

### #3001, Assessing Your Thinking Profile

Knowing your thinking preferences is the first step in improving your skill in influencing others. This self-administered instrument will help you understand the way you think and show you how to avoid the blind spots and pitfalls that are inherent in the strengths or limitations in each of the styles. It includes the basic InQ instrument, as well as information on how to administer it and score it, and interpret the results.

#3001, ISBN 0-89914-050-5, (10-pak) \$69.95

Single copies, each \$8.95

### #3002, Modifying and Augmenting Your Thinking Profile

Once you have assessed your thinking profile, this guide will help you build on the strengths and minimize the limitations of your preferred thinking style. It includes a detailed discussion of the five thinking styles and the combination styles. It also includes exercises to help you modify the styles you tend to overuse and augment the styles you tend to underuse.

#3002, ISBN 0-89914-051-3, (10-pak) \$69.95

Single copies, each \$8.95

### #3003, Recognizing Others' Thinking Profiles, and Influencing Them

If you can gauge someone else's thinking style, you can then capitalize on that awareness by adapting to, or taking into account, that person's way of looking at the world. This guide helps you become more effective in dealing with that person. It includes a "Recognizing Others' Preferences Questionnaire" to help you identify the thinking style of the person you are dealing with, as well as providing numerous strategies for influencing that thinking style.

#3003, ISBN 0-89914-052-1, (10-pak) \$69.95

Single copies, each \$8.95

### #3004, *The Art of Thinking*

This paperback book, by Allen F. Harrison and Robert M. Bramson, is a handy description of the Styles of Thinking and is used by people who want to get an idea of thinking and measurement of styles are before moving into self-assessment.

#3004, ISBN 0-425-10568, Single copies, each \$14.95

### #3009, Sampler Set of Self-Administered Materials for Individuals

This set includes one each of the four above materials designed for self-study.

#3009, Single sets, each \$34.95

### #3040, MNQ - Manifest Needs Questionnaire and Interpretation

This questionnaire is adapted from Richard M. Steers' and Daniel N. Baumstein's work, and measures the relative power of four work-related motivation factors: the need for achievement, for affiliation, for autonomy, and for dominance.

#3040, ISBN 0-89914-064-5, (10-pak) \$49.95

Single copies, each \$6.95

### #3041, SSAM – Stimulus Screening and Arousability Measure

This questionnaire, designed by Dr. Albert Mehrabian, measures individual differences in sensitivity to changes in the environment. For example, High Screeners tend to screen out much of what is going on while Low Screeners are affected by subtle changes that escape others' attention, such as noise level, temperature change, and activity level of others.

#3041, ISBN 0-89914-065-3, (10-pak) \$49.95

Single copies, each \$6.95

## The InQ's Reliability

**Validity and Reliability** Studies on inquiry modes include: Wes Churchman, *Challenge to Reason* (McGraw Hill, 1968) and the *Design of Inquiring Systems* (Basic Books, 1971); Ian Mitroff and Louis Pondy, *On the Organization of Inquiry* (*Public Administration Review*, September-October, 1974). The InQ has been tested vigorously for validity and reliability (see An Investigation of Item Characteristics, Reliability and Validity of the Inquiry Mode Questionnaire, in *Educational and Psychological Measurement*, 1983, Vol. 43).

**Compatibility** If you are already using other tests, such as Myers-Briggs, then our family of learning materials will add a new and necessary dimension — people's preferred thinking styles — to the information generated by those tools. There are correlations between certain parts of the Myers-Briggs and the InQ. Where it correlates, it reinforces the information our tests can offer you. Myers-Briggs addresses thinking styles to a limited extent only. Just think how much more comprehensive your insights can be when using tools that complement each other this way!

**New Research** We encourage researchers and doctoral students to use the InQ in their research. We can offer a special researchers' discount on our materials. If you are interested, send a letter to us outlining the purpose and design of your project. If approved, we will send a letter of confirmation to you. Our only stipulation is that you share the results and raw data with us and cite us in your publications.

**Feedback** We invite your comments on your experiences with our learning materials — what you liked best and least, and your suggestions for improving both the content and how they are presented. Each time we reprint our supplies, we incorporate these improvements as best we can.

The InQ is easy to use. It is self-administered, self-scored, and self-interpreted. It is non-judgmental in that it does not declare one style to be better than another. It is non-threatening in that you are left to consider the merits of your styles. Working alone, you can complete the basic assessment in as short as 30 minutes, while the self-study of interpretations and implications can be done at your convenience.

### Allen F. Harrison and Robert M. Bramson

While people are decidedly complex, they are not by any means haphazard. Their complicated arrangements of thoughts, feelings and roles are just that — arrangements. They are systems of strategies and perspectives held together at the service of the motivations that drive and pull them.

Co-authors, *The Art of Thinking*

### J.M. Perry Corporation

We use the InQ extensively in our team building and team management programs. I find that it not only works well in the U. S., but, surprisingly, we have found that it is highly effective when used in other parts of the world as well.

Dr. J. Mitchell Perry  
President

### Carol Holland Parlette

Association executives have found the InQ useful in exploring decision-making, team-building, and conflict resolution. InQ training can be used as a springboard for leadership development retreats and strategic planning programs.

Former President, Holland-Parlette Associates, Inc.  
and InQ Educational Materials, Inc.

### Raymond E. Miles

As teams become increasingly crucial in modern organizations, team development becomes an essential investment. The InQ is a creatively constructed, carefully tested instrument that can provide valuable insights to thoughtful users and can provoke valuable trainer-led team discussions.

Professor Emeritus and former Dean,  
U.C. Berkeley Haas School of Business,  
and author, *Fit, Failure, and the Hall of Fame*

### Paul R. Mico

Much of our consulting and training work is with the governing bodies of public sector organizations, such as municipal governments. In these public-policy formulating processes, the ability to understand how their colleagues think is a necessity for the public servants who want to be effective.

President, Third Party Associates, Inc.  
and President, InQ Educational Materials, Inc.

# HOW TO ORDER MATERIALS

## Placing Your Order (several options)

- By toll-free telephone: 1-888-339-2323
- By fax: 1-510-339-6729
- By e-mail: Paul@YourThinkingProfile.com
- By U.S. mail: P.O. Box 13306, Montclair Station  
Oakland, CA 94661-0306, U.S.A.
- By internet: www.YourThinkingProfile.com

## Shipping Methods

- U.S. Postal Service (U.S.P.S.) Priority Mail (2 to 3 days delivery) is our standard method of shipping. Free. We pay Priority Mail shipping on all orders. Under \$50.00, there is a \$10.00 charge for priority mail shipping.
- Other shipping preferences include FedEx, UPS, DHL, U.S.P.S. Express Mail, U.S.P.S. Global Priority, and other international carriers. For any of these that you choose, you will be charged actual costs, plus \$10.00 for handling.

## Ship-to Address

- Please provide a complete address to assure a successful delivery. A street address is necessary for such carriers as FedEx, DHL, and UPS; a post office box address is acceptable for U.S.P.S. mail deliveries. Within corporations, giving us an internal office address, if you have one, will help assure a prompt and successful delivery.

## Payment, in U.S. Dollars Only

- We accept prepayment in the form of a check or money order, made payable to InQ Educational Materials, Inc. A receipt will be sent to you with your materials.
- Prepayment by credit cards (such as Visa, MasterCard, American Express) is encouraged. Please provide the card number, expiration date, and the three-digit code on the back of the card. If you are using a corporate credit card, please provide the corporate code number on the back of the card, if available. A credit card receipt will be sent to you with your materials.
- U.S. corporations, if approved by us, are eligible to use Purchase Orders. We will invoice you. Please include a Purchase Order number with your order and a separate bill-to address if different from the ship-to address.
- International orders may be prepaid by bank draft in U.S. dollars, acceptable to Bank of America, or by any of the credit cards identified above. If there are customs charges and other taxes for delivery to international customers, these charges will be added to the billing.

## Return Policy

- Please call or write for permission to return before returning an order. Give us a reason for the return.
- Materials must be in the same condition as when we sent them to you: unused, shrink-wrap (where used) still intact, etc.
- Include the original invoice.
- Refund: If you paid by credit card, we will issue a credit card refund to you; if by check or money order, we will issue a refund check to you; if by purchase order, we will void the invoice.
- The customer is responsible for the cost of shipping returned materials to us. Use our office street address if you intend to ship by FedEx, UPS, DHL, or some other private carrier that must have street addresses in order to deliver. U.S.P.S. will deliver to either a street or a post office box address.

## Limitations of the Order Form

The Order Form is not large enough to list all of our products on it. If you desire a product that is not listed, simply add it to the spaces on the order form by Catalog number and price.

## Extra Order Forms

Let us know how many additional Order Forms you would like to have and we will send them to you immediately. Feel free to detach the one in this Catalog and make copies of it.

**ORDER METHOD**

- Toll-Free Telephone: 1-888-339-2323
- Fax: 1-510-339-6729
- E-mail: Paul@YourThinkingProfile.com
- US Mail: See address

**ORDER FORM**

Prices effective September 1, 2006

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**PLACE YOUR ORDER**

Date of Order \_\_\_\_\_

CAT. NO.	ITEM TITLE	ITEM PRICE	QUANTITY	ITEM COST	
<b>FOR TRAINER-ADMINISTERED TEST AND TRAINING MATERIALS</b>					
#3000	Inquiry Mode Questionnaire (basic test)	10-pack	\$ 69.95	\$	
		Singles, each	8.95		
#3031	Inquiry Mode Questionnaire (basic test in Spanish language)	10-pack	69.95		
		Singles, each	8.95		
#3010	Manual of Administration & Interpretation	each	16.95		
#3011	Presenter's Guide for Basic Concepts	each	13.95		
#3012	Presenter's Lecture Notes & Transparencies	each	110.95		
#3020	Workbook for Modifying Your Thinking Profile	10-pack	49.95		
		Singles, each	6.95		
#3021	Workbook for Recognizing Others' Thinking Profiles	10-pack	49.95		
		Singles, each	6.95		
<b>FOR SELF-ADMINISTERED TEST AND SELF-STUDY MATERIALS</b>					
#3001	Assessing Your Thinking Profile	10-pack	69.95		
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#3002	Modifying & Augmenting Your Thinking Profile	10-pack	69.95		
		Singles, each	8.95		
#3003	Recognizing Others' Thinking Profiles & Influencing Them	10-pack	69.95		
		Singles, each	8.95		
#3004	<i>The Art of Thinking</i> (paperback book)	each	14.95		
<b>OTHER MATERIALS</b> (see Catalog)					
#					
#					
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				California Addresses Add County Sales Tax _____ % (or 8.5%)	
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# Checklist of Products for Sale

Catalog #      Title of Product      Prices: Singles/10-paks

## Trainer-Administered Materials

- #3000 The InQ – Inquiry Mode Questionnaire: each, \$8.95/10-pak, \$69.95
- #3031 The InQ in the Spanish Language: each, \$8.95/10-pak, \$69.95
- #3010 Manual of Administration and Interpretation: each, \$16.95
- #3011 Presenter’s Guide for Basic Concepts: each, \$13.95
- #3012 Presenter’s Lecture Notes and Transparencies: each, \$110.95
- #3020 Workbook for Modifying Your Thinking Profile: each, \$6.95/10-pak, \$49.95
- #3021 Workbook for Recognizing Others’ Thinking Profiles: each, \$6.95/10-pak, \$49.95
- #3022 Workbook for the Sales Professional: each, \$8.95/10-pak, \$69.95
- #3023 Recognizing Others’ Preferences: each, \$6.95/10-pak, \$49.95
- #3024 Quick Reference Guide: each, \$2.95/10-pak, \$19.95

#3019 Sampler Set of Trainer-Administered Materials (one each of 10 above): set, \$169.95

#3007 PowerPoint Presentation for Trainers (by e-mail or CD disk): copy, each \$159.95

## Self-Administered Materials

- #3001 Assessing Your Thinking Profile: each, \$8.95/10-pak, \$69.95
- #3002 Modifying and Augmenting Your Thinking Profile: each, \$8.95/10-pak, \$69.95
- #3003 Recognizing Others’ Preferences and Influencing Them: each, \$8.95/10-pak, \$69.95
- #3004 The Art of Thinking (paper-back book): each, \$14.95

#3009 Sampler Set of Self-Administered Materials (one each of four above): set, \$34.95

## Other Materials

- #3040 MNQ – Manifest Needs Questionnaire and Interpretation: each, \$6.95/10-pak, \$49.95
- #3041 SSAM – Stimulus Screening and Arousability Measure: each, \$6.95/10-pak, \$49.95

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