

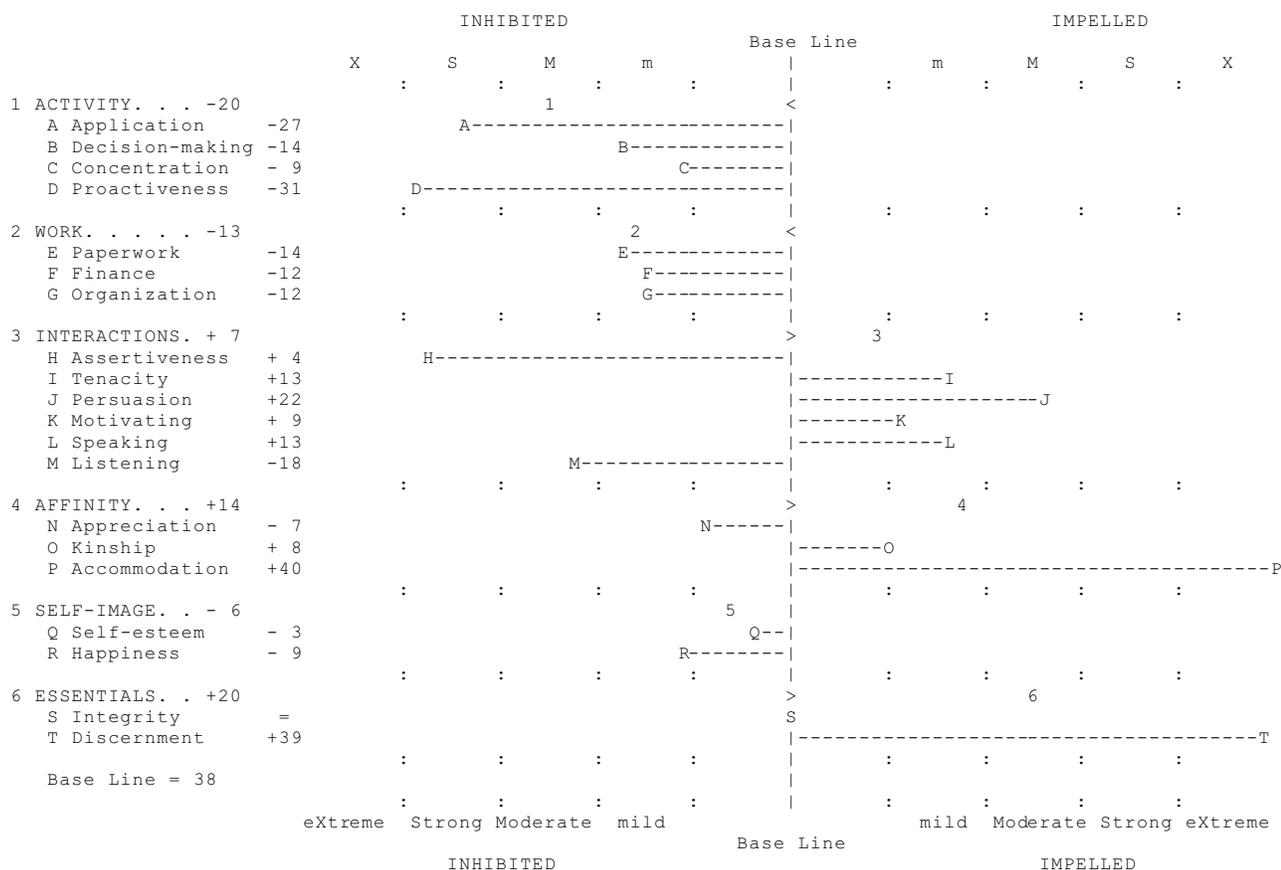
The Effectiveness Profile

Orientation and Interpretation

Manual

Effectiveness Profile

Sample Profile [Executive] 01/13/1990



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11/2/02

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1

Introduction

Background

The Profile is an evolving result of years of research and application by several very bright people who were or are working toward a better understanding of individual achievement. Early variations have been used in several areas, most notably self-improvement and management development.

The more recent major development steps were taken within the context of executive management consulting. We wanted a tool that could cut right to the source of a company's situation and help name the highest priority problem.

Too much time can be wasted on just trying to pin down the problem. Often, getting it right is not easy. You have to really understand people. Worse, the understanding that you have must be correct, or you will misinterpret the evidence and come up with inappropriate solutions. The challenge for the client has always been finding someone who had both such an understanding and an effective implementation.

The most common approach to this dilemma is that you are given models and told to mold yourself and/or your business into the images of the models. In effect, you are asked to try to become that which you are not.

Our premise, however, has always been that there is nothing "wrong" with you. You may be unaware of better ways of doing things, or of getting things done through other people. You may be confused about some things. But ultimately, you are up to it. You can get there from here. And anyway—where else can you start? Certainly not by denying who and what you are!

We have used the Profile as the entry point for new clients, both business and personal, for several years now. The usual process is that the consultant uses the client's Profile to develop a line of directed inquiry into what is going on in the client's business or life. With the guidance of the consultant's questions as directed by the Profile, the client normally discovers a clear statement of his problem in the first appointment. We then undertake a program of direct consultation to help the client resolve the problem. Of course, that goes beyond the scope of this product. But this is where it starts.

We also use the Profile as a progress check and guidance tool. The client does a new profile periodically, which we use to adjust the focus of our work and thus ensure that we stay on the right track.

What the Effectiveness Profile Is And Isn't

The Effectiveness Profile is not a “test” that you can fail. There is no perfect score. There really aren't any scores in the usual sense; there are only results and improved results.

Most personal-development analysis tools are definitional. That is, they attempt to quantify personality and/or aptitudes. With them, the individual is described, categorized, and labeled according to some theory, and then left to find ways to make the assets work and keep the liabilities under control. Essentially, the individual is told, "This (we believe) is who or what you are. If you're persistent and lucky you can find your niche. We think it might look like this (or that). Good luck!" Thus you get stereotyped instead of helped.

Our perspective is different, however. We don't believe anything is carved in stone. People change constantly, and each is a unique individual. We have realized that attempting to define basic personality is of little value. Basic personality, whatever it is, seems to be so deeply hidden beneath so many layers of confusion and inner conflict as to be effectively inaccessible.

The Profile is not definitional. It is not one of those analyses that says, "OK, this is you. Good luck, hope you can find a way to fit into life." Far from it. The Profile only tells you where you are now. More precisely, it shows how you're doing in the present moment.

The Profile is not psychological either, neither mainstream nor "pop". It is based on an entirely unique philosophy of individual response and action. It is quite different from any other analysis, although it may seem similar to one thing or another. Any apparent similarities must be recognized as mere similarities. The Effectiveness Profile must be reviewed with an open and inquiring mind.

A crucial part of our understanding is that there is a difference between the person and the person's behavior. Too many “isms” and “ologies” teach that behavior is evidence of the quality of the person, or that actions are proof of the nature of the person. Yet looking at what someone is doing is nothing like looking at the person itself. The point is, behavior is at least once-removed from the person. No matter how ingrained it may seem, it can be changed, and it can be changed without drugs or psychic violence. To be sure, the only reliable method for changing behavior is objective self-examination.

We are only just becoming an introspective society. Most of us still tend to look outward rather than inward when seeking the causes of our situations.

When we do look inward, how we do it has a direct impact on our success or failure in finding a productive answer. Obviously, one's choice of tools and orientation is an important decision.

The need to properly define and address valid concerns is answered by the Effectiveness Profile. Our consulting unit itself was confronted with this very dilemma when we began in the 1980s. We needed a tool that would help us to very quickly zero in on the Client's actual priority problem. We wanted to be certain we were taking up the most important issues in the correct sequence, in order to get our clients the maximum immediate and continuing improvement.

Properly interpreted, the Profile indicates the individual's priority problem. This forms a basis for developing or customizing a program for the resolution of that problem.

The purpose of the Profile is to help you notice what's really going on so you can deal with it effectively. That's the attitude we recommend you take when you examine your

Profile. When you look at your Profile, you're looking at the "You are here" part of a map. In that sense the Profile is not definitional, it is diagnostic.

The use of the Profile is not limited to recognized leaders such as politicians and corporate executives. It is just as valid for professionals, home-based entrepreneurs and middle managers, as well as for parents and anyone else seeking self-improvement. After all, every endeavor has its effectiveness issues.

One popular application of analysis tools requires mention. We do not believe that the Effectiveness Profile is valid for determining who to hire in business. In fact, we discourage that usage.

The Profile can be used in business, however, even in hiring. But not as a qualifier. Its proper use is to help identify the most fruitful areas for investment in self- and professional improvement. It can be valuable in helping to define where the developmental focus most needs to be, and in determining where to direct efforts to help staff become fully effective.

2

The Causes of Difficulty

The Specialization Mis-Solution

People tend to do more of, or even better at, the things that are easy for them, and to neglect the things they find difficult. We believe that this is the primary personal motivation toward specialization. The problem with this is that the person's very claim to fame may be a major part of its problem. Over-reliance on a skill or talent can be difficult to surrender.

A good example is the computer wizard who is inept at social interaction. As a programmer or designer, he justifies his existence by way of his special mastery. But his options are limited, and his value may erode as the whims of supply and demand affect his niche. Worse, he might get promoted into management and become a liability for everyone. The right thing for him to do is expand his options, but the chances that he will successfully broaden his potential are restricted to the degree that he is unclear on where and how to facilitate the necessary changes. They are also minimized by society's current tendency to encourage specialization at the expense of broad-based competence.

"Egomorphism"

Like being impulse-driven, having a lot of free talent can also cause an impelled score. A big problem with talent-driven scores (as well as the impulses that come from them) is that such a person, when directing and judging others, tends to be unaware of the difficulties those others have with the things the talented person thinks are easy. This is why the "gifted" often do such a poor job of leading: they mistakenly expect that everyone else is a natural, too.

One of the most common sources of people's frustrations is their tendency to expect others to be too much like them. We call this *egomorphism: (ego, self, + morph, form) making others over in one's own image*. This is not the same as projection, a psychological term which means assigning your own emotions and reasoning to other people to explain their responses.

Projection is a conscious attempt to explain away a particular behavior. Egomorphism runs deep and is based on the personal belief in self as "normal" and therefore that one is a reliable measurement guide for all other "normal" people.

Be advised, however, that egomorphism is not something that burdens only the exceptional. We all do it to some degree—probably to the extent that we consider ourselves "normal". It's also a problem for us when we don't have a talent. Where we're talented we are frustrated when others "don't get it" and where we are not talented we are surprised, even awed, when someone does easily what we cannot even hope to do at all.

Egomorphism is the tendency to expect others to be able to do anything you can do, or to be equally unable to do what you cannot do. It is a form of blindness. It is cured just by noticing that you're doing it. Just notice anytime you use yourself as a standard for others.

Beyond knowing about egomorphism, the best defense against getting caught up in it is to know what your own out-of-range attributes are. Your impelled scores are probably someone else's nightmares, and ultimately, your own nightmares as well. This is a perspective on Confucius' warning that a man's greatest strength is also his downfall.

A good idea is to exercise discernment by looking for the subtle differences between people. Find what makes each person around you unique. Discover what makes you unique.

Ignorance

Simply not knowing things, the tools of the trade, so to speak, can cause imbalances, particularly those showing up in the Profile as inhibitions. Ignorance can be more than half the problem to begin with. But in this subject, improvement and success have a way of building upon themselves, and a well-analyzed Profile can go a long way toward identifying uninformed skills as well as the things that perpetuate ignorance. Things get a lot easier when you know what to work on. And when you know why you haven't worked on certain things.

Ignorance is correctable through realization, education and experience. Your Profile may point the way.

Autoselection

Finally, there is the so-called psychological aspect of personal performance and disability.

The Profile measures what we call *Autoselected Behavior*. In effect, the profile tells you where you're being "held back" and where you're being "pushed" into trouble by your own "stuff". "Stuff" is slang for life's conditioning or programming and how it affects people.

Held-back attributes can be thought of as inhibitions. Inhibition in the sense that something internal is holding the person back. The person is internally-restrained. For example, a person who has social inhibitions doesn't reach out for casual conversation with strangers.

Pushed-forward attributes can be called impulsions; they are internally-driven. Impulsion is like inhibition except that the internal force is not stopping the person from doing something, it is activating an unconsidered reaction. An example of this is the impulsively neat person who is driven to be extremely organized and is uncomfortable with people who are "sloppy". Yet, in a way, the same can be said about inhibition. Instead of looking at inhibition as the internal force stopping an action, we can see it as the internal force activating a do-nothing or a do-something-else reaction. The difference is subtle, but important. In this alternative view, inhibition is seen as actually being proactive, albeit in an inverse manner. The difference is easily illustrated: "Don't speak" is a restrained type of inhibition; "Be quiet" is a proactive inhibition. Same result, completely different mode of action.

Either way, the idea is that people are subject to internal pressures. Sometimes those pressures move them away from doing what they should, or toward doing things that they shouldn't. Other times, people find themselves moved to exceed usual standards, doing good things but overdoing it. So internal force-driven behavior can contribute to both inhibited and impelled scores. Either way, force-driven behavior is less desirable than conscious choice.

It may be easy to see why impulse-driven behavior, when it inhibits action or demands destructive action, is undesirable. But it may not be so easy to see how being really good at something can be a liability. It begins to make sense as you remember the Profile's focus.

The reason that both the impelled and the inhibited out-of-range scores need attention is that both represent artificial performance levels. Both are unconsciously force-driven: inhibition is internally-enforced restraint from action, being held back), and impulsion is being easily thrust into action, reacting through automatic response mechanisms.

Whether you will overcome these things or not depends upon your awareness of the problem and the ratio of your internal pressures to the value of your external needs. This is why, when you really need to, you will do things you normally might never even think of. It is also why, once having evaluated your profile, you can begin to make a conscious effort to knowingly select appropriate responses instead of continuing to yield to environmental and internal-reaction driven automatic selection of programmed and too-often inappropriate actions.

Since everyone reacts to some things, and thus autoselection is a factor in everyone's life to some extent, perhaps no one has ever seen a truly healthy and sane person. If so, we can only speculate on a person's upper limits. Of course speculation is not a strong foundation for anything. But performance is such a foundation. Therefore, we believe that the most productive focus is on building consistency between thought and action.

This is where the Effectiveness Profile shines. It points you to a new awareness of what you need to change. It is the opening door to Plato's worthwhile life, the examined life that is worth living.

3

Understanding The Effectiveness Profile

Description

The Effectiveness Profile is the result derived from the submission of an electronic form that poses one hundred propositions. The propositions address how things are going in a person's life or operation, and how the person responds in given situations. The form is completed in the user's web browser. The user enters a number from one to ninety-nine to indicate the degree of truth of each proposition as it is currently manifest in the person's life or operation.

When the form is submitted, the user's input is run through an expert-system analysis program that produces and sends a graphical representation back to the user's browser. The result is a computer-generated analysis of your current standing in each of the effectiveness attributes and categories covered.

We call the Effectiveness Profile a "vertical exceptions graph". The vertical center-line is calculated from the average of the person's attributes and represents the baseline for that person. The distance of any attribute's score from the baseline represents the degree to which that attribute is an "exception to the rule". Thus, "vertical exceptions graph".

The distances between sets of individual scores indicate degrees of imbalance between the attributes involved. The graph is interpreted in terms of the two most widely separated attributes or sets of attributes.

Aligned with the baseline are additional vertical (dotted) lines which describe 8-point ranges of severity. Attributes within the range closest to the baseline are not of concern, except as they pair up for more than ten points of differential with attributes that are outside that range. We usually don't concern ourselves with differentials of less than ten points.

The most widely separated attributes might be any two, or groups where there is more than one at about the same level.

The attributes are arranged in pairs as you read down the list: the first is Application/Decision-making, the second is Concentration/Proactiveness, and so on to the last pair, Integrity/Discernment.

The values assigned to each Attribute (and Category) are not the 1-99 scores from the form, they are the degree of separation from the BaseLine.

Note the Example Profile on the following page.

In the Example Profile, Speaking and Listening are the most widely separated attributes, with a differential of $(93-20=) 73$ points. They are also the most widely separated pair.

Balance

The Base Line is given both as a number at the bottom of the Profile and as the vertical connecting line down its middle. Though central to its structure, the baseline itself isn't the most important aspect of the Profile. The most important aspect is balance, as indicated by the acceptability range.

Note that the scores are all centered off a vertical Base Line in the graph. Before the final mathematical adjustment for graphing, the attribute scores all fall in the range from 1 to 99, and the baseline is the average of that particular client's scores. The true baseline score before those conversions is given as the last score in the left-hand list of Attributes.

For graphing purposes, the baseline is converted to zero and the attribute scores are converted to positives and negatives as calculated against the zeroed baseline.

The baseline is paralleled by a pair of dotted lines. They describe a 16-point *range of acceptability*, from eight points to the left of the Base Line to eight points to its right. (The range was set at 16 points based on the results of a large number of profiles. It is not an absolute.) Additional 8-point intensity ranges are indicated outside of the acceptability range.

The first thing you need to know is defined by the acceptability range: scores inside the range are relatively balanced and therefore acceptable; those outside the range need attention. The farther away from the baseline a score is, the more work it needs. This is true whether the score is inhibited or impelled.

Since the most important indications of trouble are imbalanced (out-of-range) scores, a consistent Profile (a narrow spread between scores) is most desirable. All of the Attributes falling inside the Acceptability Range is a great Profile, regardless of the numerical value of the baseline.

To interpret the Profile, we begin by looking at the scores outside the 16-point range. The main reason for marking off a range of acceptability was that it makes it easier to see the more extreme scores in most cases. If your Profile is tightly clustered you may need to ignore the standard range marks. Similarly, if your Profile is widely scattered you may find it helpful to use the severity ranges.

We are often asked about the "normal" baseline. There isn't one. But there is an average for normally successful people. Yet you may be surprised to learn that it is about 60, not the "higher" score most people have become accustomed to expect on "tests". Part of the reason for this is that very few people live in a world of absolutes. Those who do, tend to have scattered Profiles. So don't covet the (high) impelled score that really only hides a more rigid world-view. To make remembering that easier, remember first and foremost that the Effectiveness Profile is not a test that you can pass or fail.

That said, there are a couple of things to know about the baseline. The baseline always rises over the long term of our work with the client. In the short run, however, it may go down. The main reason is that as any artificially impelled scores become adjusted down into range, points are given up off the total. Points are gained when inhibited scores come up, but the inhibited-impelled change can be lopsided, particularly when the scores that were farthest out of balance to begin with were mostly impelled. In the same way, the average score can come up dramatically when the majority of the extremes were inhibited. Either way, it is important to remember that what we're after here is balance, not some illusion of perfection.

One final note on the baseline. We have accepted and done well by clients who were already successful in spite of scores heavily to the inhibited side. One entrepreneur with a years-old successful private company came in with a baseline at 28! Except that he now has more people working for him, the only difference is that he has become a lot less dependent. His company has grown, too. Remember, where you are is not as important as doing something about it.

4

Interpreting The Effectiveness Profile

Review Of Causes

Both the inhibited and the impelled attributes have more than one cause. Each can be force-driven, but the other causes—ignorance and talent-driven egomorphism—must be kept in mind. And the tendency to specialize toward the strengths must be avoided.

Scores to the left indicate inhibition. Inhibited attributes are not available for use, either because of ignorance as to how to use them or because of internal reluctance.

Out-of-range scores to the right represent another side of force-driven behavior, impulsion. Impelled attributes are overused and often seem to justify neglect of self-improvement in inhibited attributes.

The Attributes

Some of the Effectiveness Attributes' definitions (Assertiveness and Discernment, for example) may seem a bit unusual. However, we assure you that using these definitions supports a sharper focus on the issues.

The Inhibited/Impelled Manifestations only apply to scores that are out of range. Also, realize that these are really just indications. Not every thing applies equally in every case. Further, wordings may need to be adjusted for the individual. The best use of the Inhibited/Impelled notes is as a source of inquiry questions.

Note that the attributes are grouped into categories. The categories and their Inhibited/Impelled manifestations are covered in a later section.

The Activity Attributes

A: Application

The ability to put principles, fundamentals, and techniques into practice.

The achiever must be able to apply principles and fundamentals to people and situations. People don't support those who can't do anything. This is not to say that one must be highly skilled in every job. But competence, in any field, is inspiring. You must bring all your resources to the party.

Impelled: Skillful and frustrated; impatient with "slow" learners.

Inhibited: Wastes self and own education; doesn't learn or follow procedures consistently; poor grasp of details.

B: Decision-making

The ability to make sound decisions.

Effective decision-making is a must. Without it no goals are set, no direction put forth, no new worlds defined, and no dreams pursued.

Impelled: Quick and final; difficult to persuade; strong & maybe silent type who thinks others are wishy-washy.

Inhibited: Adrift; always agonizing rather than acting; fails to give firm direction.

C: Concentration

The ability to focus attention persistently.

A person who can't stay with it over the long haul will obviously be left behind. The short run is just as important, however, so concentration must be good.

Impelled: Closed off; may be retreating into work or projects; loses track of time.

Inhibited: Easily distracted; may be scattered even without interruptions; has attention dispersed into everything; overmonitoring the environment; fearful and defensive.

D: Proactiveness

A bias toward action; non-procrastination.

The essence of activity is action. Chronic failure to act is called procrastination. It's a real killer, and its presence is intolerable. People lose faith very quickly when they see weakness in the activity category.

Impelled: Gets everything done early and expects others to be punctual (early); may forget to check others' progress.

Inhibited: Has lots of busy-making incomplete actions; no reality on priorities; has more attention on time than on tasks.

The Work Attributes

E: Paperwork

Willingness to perform paperwork and to work with the related details.

Up-to-date paperwork is the only reliable monitor of your present moment condition. Without it, you can only guess, or at least you must guess more than usual. And it gets worse as you get further behind. Sooner or later, you will be too slow to respond and making too many mistakes to be credible.

Impelled: Method is worshiped over practicality; cares far too much about form while neglecting content.

Inhibited: Lost; not up to date; always asking others for information.

F: Finance

Wisdom and ease in money matters.

A proper setup and the ability to notice trends and discrepancies is your only defense against either being taken for a ride by unscrupulous people or having to be unsafely dependent upon someone else to safeguard your assets. You can delegate the

financial tasks (budgeting, corporate tax preparation, etc.) and the authority to make decisions concerning them, but the responsibility remains yours.

Impelled: Miserly and tight-fisted; won't adequately invest in production aids or productive people.

Inhibited: Wastes, squanders foolishly; doesn't protect investments.

G: Organization

The ability to optimally structure time, tools, communications, and other relevant resources.

"Everyone knows" that you need to be organized personally to have an effective organization. Yet smooth organizations seem to be a rarity. Leaders who try to preside over poorly organized operations would be safer as rodeo cowboys. Lose track of where you, your people and your supplies are, and you will find yourself on your back in the dirt.

Impelled: Seems driven on everything being in its "proper" place.

Inhibited: Scattered; everything is "around here somewhere".

The Transaction Attributes

H: Assertiveness

The ability to take a position and proceed in terms of it.

Assertiveness is not pushiness. Overbearing people are called assertive, but that is a narrow use of the word; aggressive would be more correct in that case. To assert is merely to put forward. Civil assertiveness, the ability to gently insist and persist, is admirable to all. It is sometimes also the only thing that will pull you through the tough spots.

Impelled: Overbearing; pushes self and views upon others; doesn't see an honest NO as real; continues to the point of abuse.

Inhibited: Easily run off; doesn't take a position; doesn't reach out into life.

I: Tenacity

The ability to hold a position in the face of difficulty, discomfort, frustration, and possible or actual opposition.

Tenacity is the ability to face reality. Here is another tainted word. We're not talking about being confrontive in the sense of abusing people. We're talking about the ability to walk comfortably into a potentially hostile meeting in spite of the sharks on the other side of the door, and to remain yourself while under attack. Tenacity is the ability to hold a position, and your power depends on it. Without it you get pushed aside. With it you stride right into the face of the future, see what's there, and do something with it.

Impelled: Intimidates; may be the bull in the china store.

Inhibited: Retiring and shy; takes the first stern look as a big NO!; doesn't defend self, friends, company or employees; backs down easily.

J: Persuasion

The ability to negotiate and facilitate choices; the ability to sell.

Everybody sells. Most people call it persuading. Or consulting, if they are "marketing associates". Sales and selling as terms are in disrepute, but if you separate the tarnish from the truth, everybody sells. And what the leader sells is the dream.

Another side of the sales issue happens with people who think selling is bad. Such people often create business failures because they avoid their own sales and marketing people and give them no help or respect. Perhaps this is why companies run by "bean-counters" don't advertise or budget for sales resources. Perhaps it is also why most wildly successful business leaders have sales and marketing or public relations backgrounds.

Impelled: Pushy and insensitive; always "On" and performing; always has the best offering or point of view; unwilling to let others be different; afraid to let others make their own decisions.

Inhibited: Doesn't pull people into line when discipline begins to break down; lets everyone run; afraid of offending.

K: Motivation

The ability to move or inspire others to achieve desirable results.

Leaders must move people to action. How they do that lies in their success in the other traits. The essence of motivation has three main parts. Present a clear and desirable goal, help other people to adopt it for their own reasons, and be worthy of it when it comes time to reap the harvest. So motivation is largely a consequence of the other attributes in this category being up to par. This attribute actually measures how supported one feels.

Impelled: Seeks, rewards and cultivates blind support and then has to do all the thinking; charms things right.

Inhibited: Can't get anybody to do what is right; has to constantly ride herd on what is seen as unruly and scatterbrained staff; feels let down.

L: Speaking

The ability to communicate effectively through speaking.

To be effective, one must communicate effectively. Clear statements of goals, purposes, principles and courses of action are the bricks of the road. Fuzzy or withheld directions always lead to failure, even if only because the odds are that they can't lead to the right objective. Too many people settle for second best because they can't seem to make others understand what they want and how to get there.

Speaking doesn't mean lecturing, however. Often the best way to say something is to help someone else say it by asking an effective question. People support others for their own reasons. It's always a good idea to help them develop those reasons.

Impelled: Overly talkative and a poor listener; most interested in own thoughts and neglectful of others' ideas; ignores suggestions; lectures.

Inhibited: Quiet on important topics; fails to offer important information; gives poor and incomplete training; yields.

M: Listening

The ability to communicate effectively through listening.

Possibly the most inspiring thing you can do for others is to really notice them. One simple way to do this is to hear them. Not just their words, but also their personal goals and how they fit with yours; their hopes, joys and fears as they relate to your common activity; and what they have to contribute. One common failing of leaders is that they think too much about what they want done next and too little about the talents and uniqueness of their supporters.

Impelled: Takes advice from everybody equally; doesn't formulate own point of view; moved like a leaf in the wind; can't negotiate.

Inhibited: Already knows what others will say or are saying; busy planning response; life is a debate; inappropriate responses.

The Affinity Attributes

N: Appreciation

Fully or sensitively aware of; noticing with discrimination; seeing things as they are.

This is the ability to see things and people as they are, and to acknowledge what is true. This includes praise, but it also includes calling them on it when they do something wrong.

Impelled: Too easily impressed; doesn't challenge people or inspect work; may hear but will ignore complaints; "Everything's OK".

Inhibited: Critical, fault-finding, short on praise & encouragement.

O: Kinship

A sense of belonging and involvement; enjoyment of people.

All great leaders recognize that "we're all in this together". Those who don't may achieve great things in times of dire need, but when the external motivating pressure from the environment is off, their followers vaporize quickly, taking all their support home with them. Being genuinely interested and admirably concerned for your people can elevate your status to that rivaling a beloved parent. But be careful here. Faking it, manipulation, and sugar-coatings convey a lack of integrity and worthiness.

Impelled: Pals; everybody's friend; won't discipline, but will use friendly blackmail and "favors" to manipulate.

Inhibited: Dislikes people; probably somewhat prejudiced and opinionated.

P: Accommodating

Inclination toward service and helpfulness.

The plus side of being accommodating is success in the normal trade-offs and negotiations in life. But being a doormat or giving yourself over to submission and involuntary or emotional servitude will use you up and leave nothing to spit out.

Impelled: Self-sacrificial, unduly compromising, doing what everyone else wants.

Inhibited: Unwillingness to negotiate, rigidity, seen as uncaring and selfish.

The Self-image Attributes

Q: *Self-esteem*

Your value to yourself and the world, as you see it, reflected in what you feel you deserve to have in life.

"Everybody knows" that self-esteem is important. But surprisingly few really have it. Maybe not really so surprising, because the first step to self-esteem is self-knowledge. The second is self-acceptance, and that's where most counselors begin. And with a lecture at that. How many tape courses are there that try to fill the self-knowledge void with self-talk and inner hype, anyway? Low self-esteem is guilt about not meeting external standards, coupled with unwillingness to celebrate and fully manifest one's own wonderful uniqueness. Achievers don't meet standards, they set them.

Impelled: Overrates own personal importance and performance.

Inhibited: Expects to be used and abused and bears it as his personal cross to carry; unworthy.

R: *Happiness*

How you feel things are going for you in your life.

Happiness is like a thermometer. It's nothing in itself, but it tells you a lot about something important. Happiness is your emotional response to your perception of how things are going compared to your own standards. When things are going well, you're happier and when they aren't, you aren't.

Impelled: Sees things as better than they really are; euphoric.

Inhibited: Thinks things are generally poor; pessimistic.

The Essential Attributes

S: *Integrity*

Living up to the standards you set for yourself.

Integrity is purity and completeness. Your only safe course in life is to be what you claim to be. The easy way to do that is to claim only the truth. If you're a bit eccentric, don't try to look "normal"! Build on it instead. At the least, be honest. If you are found to be an actor on the stage of life who is playing the part of that which you are not, you will be crucified. And not just by others. You can fool a lot of people for quite a while, but you cannot lie to yourself without somehow knowing it.

Impelled: Unyielding on principles as justification for refusal to make reasonable compromise when to do so would be ethical and appropriate.

Inhibited: Pretends to be what is not; an actor playing a false part on the stage of life; betrays promises and tells outright lies; operates covertly.

T: *Discernment*

An aspect of intelligence; the ability to see both the differences and the similarities between people, behaviors, things, and situations.

Discernment is the ability to see differences among similarities. No two things are exactly the same. Still, most people treat things that are merely similar as though they were identical. To such people "like" means "alike", and the world is clearly

good and evil and black and white, and people are right or wrong, etc. Discernment is the stuff of intelligence. If you want to stay on course, you need this.

Impelled: Sees everything as unique but fails to compare; misses the quality-control aspects of differences.

Inhibited: Doesn't see differences; clumps everything into broad, ill-defined categories.

Differential Indices

Each of the attributes in the Effectiveness Profile can be paired with at least one other attribute, with the differences between them indicating probable difficulties. In fact, The Priority Problem configuration is really just the most important one, with all others being secondary.

The secondary configurations have a different name mainly to keep them separated in importance in the mind of the user. They are used to supplement major Inhibited/Impelled Configuration(s) in Profile interpretation.

The Differential Indices become meaningful when the difference exceeds ten points, and grow more extreme as the difference increases. They are prioritized by comparing their magnitudes; a 15-point difference is more important than one of 10 points but secondary to one of 18 points.

Differential Indices can be identified and interpreted as follows:

1. Find a pair of Attribute scores that are more than ten points apart. Usually, at least one is also out of range.
2. Following the pattern in the examples that follow, list the definition of each Attribute and its Inhibited/Impelled Manifestations.
3. Meditate on what the combination might mean and the symptoms that it might make probable.
4. Test your hypothesis by asking questions about the presence of the probable symptoms.

Here are analyses of some of the more obvious Differential Indices.

A-B Application/Decision-making

A *Application*

The ability to put principles, fundamentals and techniques into practice.

Impelled: Skillful and frustrated; impatient with "slow" learners; detail-oriented.

Inhibited: Wastes self and own education; can't learn or follow procedures consistently; poor memory for details.

B *Decision-making*

The ability to make sound decisions.

Impelled: Quick and final; difficult to persuade; strong & maybe silent type who thinks others are wishy-washy.

Inhibited: Adrift; always agonizing rather than acting; fails to give firm direction.

Application Impelled: INDECISION

Over-analysis and comprehensiveness, which delay choosing and completing a course of action.

Application Inhibited: WEAK DECISIONS

Not using all resources/talents in making decisions.

C-D Concentration/Proactiveness

C Concentration

The ability to focus attention persistently.

Impelled: Closed off; may be retreating into work or projects; loses track of time.

Inhibited: Easily distracted; may be scattered prior to interruptions; has attention dispersed into everything; monitoring the environment; fearful and defensive.

D Proactiveness

A bias toward action; non-procrastination.

Impelled: Gets everything done early and expects others to be punctual (early); may forget to make progress checks on others.

Inhibited: Has lots of incomplete actions keeping him busy; no reality on priorities; has more attention on time than on the task at hand.

Concentration Inhibited: ERROR-PRONE

In action, but attention elsewhere = collisions with the unseen.

Proactiveness Inhibited: PERFECTIONISM

Inordinate emphasis on details stretches projects out.

E/F-G Paperwork/Organization -and- Finance/Organization

E: Paperwork

Willingness to perform paperwork and to work with the related details.

Impelled: Method is worshipped over practicality; cares far too much about form while neglecting content.

Inhibited: Lost; not up to date; always asking others for information.

F: Finance

Wisdom and ease in money matters.

Impelled: Miserly and tight-fisted; won't adequately invest in production aids or productive people.

Inhibited: Wastes, squanders foolishly; doesn't protect investments.

G: Organization

The ability to optimally structure time, tools, communications, and other relevant resources.

Impelled: Seems driven on everything being in its "proper" place.

Inhibited: Scattered; everything is "around here somewhere".

Organization Impelled (relative to whichever it is paired with): FIDDLER

Excessive time consumed in getting things right.

Organization Inhibited: SCATTERED

Administrative or financial talents overshadowed and/or undermined by chaotic workspace.

H-I Assertiveness/Tenacity

H: *Assertiveness*

The ability to take a position and proceed in terms of it.

Impelled: Overbearing; pushes self and views upon others; doesn't see an honest NO as real, and continues to the point of abuse.

Inhibited: Easily run off; doesn't take a position; doesn't reach out into life.

I: *Tenacity*

The ability to hold a position in the face of difficulty, discomfort, frustration, and possible or actual opposition.

Impelled: Intimidates; may be the bull in the china store.

Inhibited: Retiring and shy; takes the first stern look as a strong NO!; doesn't defend self, friends, company or employees; backs down easily.

Assertiveness Impelled: STARTER

Takes positions without sticking it out.

Tenacity Impelled: PATSY

Defends positions without confirming their appropriateness.

J-K Persuasion/Motivating

J: *Persuasion*

The ability to negotiate and facilitate choices; the ability to sell.

Impelled: Pushy and insensitive; always "On" and performing; always has the best offering or point of view; unwilling to let others be different.

Inhibited: Won't even try to get another to move out of a burning fire; afraid of offending others; afraid to be noticed.

K: *Motivating*

The ability to move or inspire others to achieve desirable results.

Impelled: Seeks, rewards and cultivates blind support and then has to do all the thinking.

Inhibited: Can't get anybody to do what is right; has to constantly ride herd on what is seen as unruly and scatterbrained staff.

Persuasion Impelled: MERCENARY

Sells others off their own positions; insensitive.

Motivating Impelled: CHARMER

Gets support by being liked.

L-M **Speaking/Listening**

L Speaking

The ability to communicate effectively through speaking.

Impelled: Overly talkative and a poor listener; most interested in own thoughts and neglectful of others' ideas; ignores suggestions; lectures.

Inhibited: Quiet on important topics; fails to offer important information; gives poor and incomplete training; lets others rule.

M Listening

The ability to communicate effectively through listening.

Impelled: Takes advice from everybody equally; doesn't formulate own point of view; moved like a leaf in the wind; can't negotiate.

Inhibited: Already knows what others will say or are saying; busy planning response; life is a debate; inappropriate responses.

Speaking Inhibited: PASSIVE

Distorts other people's understanding by leaving things unsaid.

Listening Inhibited: PRESUMPTUOUS

Assumes without seeking confirmation or hearing refutation.

N/O-P **Appreciation/Accommodating -and- Kinship/Accommodating**

N: *Appreciation*

Fully or sensitively aware of; noticing with discrimination; seeing things as they are.

Impelled: Too easily impressed; doesn't challenge people or inspect work; may hear but will ignore complaints; "Everything's OK".

Inhibited: Critical, fault-finding, short on praise & encouragement.

O: *Kinship*

A sense of belonging and involvement; enjoyment of people.

Impelled: Pals; everybody's friend; won't discipline, but will use friendly blackmail and "favors" to manipulate.

Inhibited: Dislikes people; probably somewhat prejudiced and opinionated.

P: *Accommodating*

Inclination toward service and helpfulness.

Impelled: Self-sacrificial, unduly compromising, doing what everyone else wants.

Inhibited: Unwillingness to negotiate, rigidity, seen as uncaring and selfish.

Appreciation lower than Accommodating: RESENTMENT

Feels consumed by others who take advantage.

Kinship lower than Accommodating: ALIENATED

Feels excluded or cut off; feels like an alien or misfit.

Q-R Self-esteem/Happiness

Q: *Self-esteem*

Your value to yourself and the world, as you see it, reflected in what you feel you deserve to have in life.

Impelled: Overrates personal importance and performance.

Inhibited: Expects to be used and abused and bears it as his personal cross to carry.

R: *Happiness*

How you feel things are going for you in your life.

Impelled: Sees things as better than they really are; euphoric.

Inhibited: Thinks things are generally poor; pessimistic.

Self-esteem Inhibited: EUPHORIA

Things going better than deserved; unrealistic expectations; unduly optimistic.
(A false sense of well-being.)

Happiness Inhibited: PESSIMISM

Things not going as well as deserved; victim.

S-T Integrity/Discernment

S: *Integrity*

Living up to the standards you set for yourself.

Impelled: Unyielding on principles as justification for refusal to make reasonable compromise when to do so would be ethical and appropriate.

Inhibited: Pretends to be what is not; an actor playing a false part on the stage of life; betrays promises and tells outright lies; operates covertly.

T: *Discernment*

An aspect of intelligence; the ability to see both the differences and the similarities between people, behaviors, things, and situations.

Impelled: Sees everything as unique but fails to compare; misses the quality-control aspect of differences.

Inhibited: Doesn't see differences; sees everything as the same thing.

Integrity Inhibited: SELF-BETRAYAL

Scolding self for excessive compromise; pain of conscience.

Discernment Inhibited: WILLFULNESS

Greater sense of what's right than real ability to see it; stubborn.

The Categories

As noted, the effectiveness attributes are grouped into six categories. Each category is reflected in your activities or operation. Looking over the categories can often disclose the broader weaknesses in your life or business.

ACTIVITY

Effective movement along well-defined paths toward clearly stated objectives.

One must take action. People who sit or stand still don't point themselves or anyone else toward success. The essence of achievement is finding a way into a desired future and then moving onto and along it. It isn't enough to point out into the sunset and declare, "That-a-way!"

WORK

Consistent performance of production and productivity-supporting functions.

People who are weak in these attributes don't have time to accomplish anything. Worse, they are weak examples and lack the respect of others. These three basics of management can be delegated but not disposed of.

Like the boss who neglects his sales force because of his own aversion to selling or salespeople, if you cannot do these things you set yourself up for dependency and possible corruption. You must have some sense of what works and what doesn't.

INTERACTIONS

Interactions with other people, normally involving some sort of exchange.

Both leadership and achievement involve dealing with other people. The degree of success a person achieves is directly relative to the quality of its Interactions.

AFFINITY

A consideration of necessary distance which follows a judgement as to one's willingness to experience.

Affinity can be described as a measure of willingness to share space and experience, to "become" the other person and to comprehend the world from its shoes. The "necessary distance" may be great or small, depending on whether it represents attraction or repulsion.

SELF-IMAGE

The "true self" according to the true self.

The wanna-be who is unhappy or lacking self-respect is already a loser: Sun-Tzu said, "That army is already defeated which believes it cannot win." If you don't believe, nobody does.

ESSENTIALS

Those things without which there is nothing.

These two attributes by themselves determine the quality of one's foundation.

Category Averages

The program calculates each category's average and indicates its location with asterisks above and below the category's attribute scores.

The asterisks may be slightly dislocated, one space to either the right or left, because of the fact that each space on the Profile represents two consecutive scores. Although this is sometimes noticeable, particularly in two-attribute categories, it has no effect on profile interpretation. Category average is a large generality, and one space of dislocation, while possibly an artistic offense, is next to irrelevant.

You can do Inhibited/Impelled comparisons between a category and the average, and between categories. This can help identify general tendencies, after the fashion of the differential indices. Category differentials are much less specific, however.

Significant category averages should be marked so they are not neglected. How this is done is covered in the Step-by-Step section of this chapter.

Keep in mind that category Inhibited/Impelled interpretations are modified by the relative placements of the attribute scores that make up the category. For example, if the Work category average is noticeably impelleder than the profile average but the organization score is not or is actually impelled, the manifestation will be different than if all three of the work attributes are impelled.

Slant

Slant is the most generalized profile configuration. Slant is the Inhibited/Impelled trend of the categories as a group.

There are four major slants:

Slant-Right: (/) Physical

Middle-Right: (>) Emotional

Middle-Left: (<) Reserved

Slant-Left: (\) Intellectual

By way of example, the Sample Profile shows a definite Bottom-Right slant.

Slant is found by drawing a top-to-bottom connecting line between the category-score numbers located across the top of each category grouping. However, slant should not be marked before the averages of the inhibited and impelled categories are marked. Refer to the Step-by-Step instructions later in this chapter.

Not every profile will show a definite slant. ACME Partner1's profile, on the cover of this manual, is an example. Others will have S-curves and/or zig-zags. Most will zig-zag to some degree.

Remember that slant indicates a generality. It often comes as a surprise, because the slant configuration is very relativistic. The football player who shows an intellectual slant, for example. But the guy relaxes before a game with Tolstoy and Sartre and never misses the local Shakespeare festival in the off-season. Or the college professor working on her second Nobel prize in physics, who shows a strong physical slant. On closer examination we find that she runs her department like a business and can outclimb professional mountaineers on arctic ice formations.

Like other Profile-configuration indications, slant is usually a simple matter to confirm. Just ask a few questions.

The Priority Problem

The most important interpretive aspect of the Profile is that the most impelled score(s) and inhibited score(s) combine to form the basis of the person's Priority Problem. For example, a person who is impelled in the Affinity group and inhibited in the Interactions group will always be giving in, to the point of never really saying what is wanted or needed.

An attribute pair with that effect would be an impelled Accommodation score combined with an inhibited Assertiveness score. Such a configuration indicates that the person takes too much care of others while taking little care of itself.

The most-extreme out-of-range inhibited Attribute and the most-extreme out-of-range impelled Attribute will usually combine in opposition to one another to generate a counterproductive behavior. The general concept is actually very simple. In activities, interactions and work, people who are good at one thing and inept at another tend to specialize in the one to the neglect of the other.

This is so true that a leader's organization will be a reflection of his own thinking and behavior. This suggests a rule that we have used with great success: *To change a business you must assist its leader to change his or her thinking (and consequent behavior)*. The same is true in the personal arena, as people have been saying for years: change your thinking, change your life.

What we look for in identifying the single biggest problem in an organization or a life is the extreme Inhibited/Impelled configuration.

The next step is to discern what beliefs the configuration represents and what behaviors it manifests. We then work out how those beliefs and behaviors are the sources of problems. It is usually at about this point that the client experiences a realization about how things really are, along with the relief that goes with the discovery. Hope shines through, too. After all, one might think, if we can so easily define the problem and/or its source, we most likely can handle it.

We have been asked to make the program print the user's Inhibited/Impelled configurations and what each part of it indicates. There are two reasons why we haven't done that yet. One is that we're not convinced that this level of standardization is realistic, given the near-absolute uniqueness of individuals. The other reason is that by making you work at it we actually drive you to a deeper level of self-examination. And commitment. And benefit.

Therefore, we leave you to do it the same way we do.

We use different colored pens to bring out the relationships. Try to find light ones so you can see through your markings. (The Pentel S360-12 set works well for us.) Make notes right on the Profile, taking from the information in these instructions whatever is

meaningful to you. If you mess it up you can always print out a new copy and start again. If it gets complicated you should do that, and leave out the more trivial notes.

After you've done all that to your Profile, sit back, look at it all, ask yourself how each combination could possibly manifest. Be open to discovery. Trust your intuition and listen for your true voice.

If, after studying the rest of the materials in this product, and spending a few weeks contemplating your profile, you find that you just can't get a handle on it, you can call us about consultation on your Profile. We can even arrange telephone consultation. It's not too complicated. Chapter 6 includes contact information.

Step-by-Step

A caution: It is too easy to get caught up in looking for the flaws. You are already doing some things right. You should look for and identify them so you can make sure you don't lose them while making changes. They can be identified by analyzing the in-bounds scores.

Use the Profile Analysis format, following the style of the Example Interpretations in the next chapter. It may be helpful to review the Example Interpretations before attempting to do your own.

Notice that the interpretation process proceeds from the local to the global and back again. In the beginning you focus on the widest inhibited-impelled configuration, and then the next widest, and then the differential indices. Finally, you check the slant. After all that, you work to distill a summary statement of what's going on.

You can think of it as exploring the ecology of a forest that includes many types of plants. You must find each plant and map its location before you can step back and discern the patterns of their distribution. To state the obvious (obvious once stated, that is), you must draw the map before you can use it.

1. The scores that are farthest from the baseline are the most troublesome and need the most attention. But remember that it isn't as effective to take up each score separately as it is to discover the relationships between them.

Use colored pens if you have them. Colors make things a lot easier to see. Again, we like the Pentel S360-12 set.

2. (Red) Circle the most extreme impelled and inhibited scores. If there are more than one of each at almost the same level (within about 5 points), circle them as a group if they are close to each other.

If there is an inhibited group (or impelled group) but the scores are far apart (e.g., M and D), circle each of them and connect them with a line.

3. (Red) Cross-connect the inhibited circle (or group) and the impelled circle (or group) with a line. Take care that your lines don't cover anything up.
4. (Orange) If you see a secondary Inhibited/Impelled configuration in your Profile, mark and connect it the same as above. A secondary Inhibited/Impelled is one whose groupings are distinct from the major Inhibited/Impelled.
5. (Pink) Identify any differential indices between pairs covered in the interpretation list, and connect them with a line (A-B, E-F, etc.).

6. (Violet) Connect the category-average numbers in the most impelled and inhibited categories only.
7. (Blue) Mark your Slant by connecting all of the remaining category-average asterisks in a line, from the top to the bottom of the Profile. Don't trace over the two violet connecting lines from step 6.
8. (Green) Circle the scores that are inside the acceptability range, AND not involved in a major configuration or a differential index. Keep them in mind, because they are clues to the things that should not be changed.
9. Begin an Inhibited/Impelled Analysis Outline by listing the inhibited and impelled (the circled attributes) on a sheet of paper.
10. Refer to the Inhibited/Impelled interpretations earlier in this chapter and find the correct notes for your inhibited and impelled. Write them on your outline next to the attributes to which they apply.
11. Repeat steps 9-10 for the differential indices you marked.
12. Put your Profile and your Analysis Outline next to each other, sit back and meditate a bit on how it all fits together. Ask yourself, "How would a person act if these things were at work in its thinking?" Don't censor whatever you come up with. Write it down immediately and then ask yourself, "Do I do that?" "Is that a fair description of my behavior?" Repeat this step until nothing new comes up.
13. Some of the things you come up with may not be quite correct at first statement. For each of those, ask yourself, "If not that, then what?" This is our *magic question*. It can serve you well all over your life. But for now, use it to refine your deductions.
14. At some point you should gain a clear view on something you never really saw before. It may come as a brilliant "Aha!", or it may sneak up on you and just be there without your being quite sure just when you got it.
15. After you've worked out how your Inhibited/Impelled configuration, Differential Indices and Slant describe your Priority Problem, work on writing it out as clearly as possible.

Take full advantage of any new insights this process has given you. You'll know when you get it right because your description will tell you exactly what is wrong in your behavior. In turn, that will point to what you must do to change things and what the benefits will be. The best part of this is that even if the necessary changes look difficult or scary, they will feel right, so you will have little problem motivating yourself to do them.

16. It can be very helpful for you to envision yourself having already made the changes and now reaping the reasonable benefits. This will give you an image of your goal and help you to know when you have arrived (and when you've strayed, if you review your progress regularly). Don't forget to push through to that new you with action. Life is no fantasy game. It does take a little work!
17. Continue to work on your changes for at least a month. Then re-do the Profile and compare your new results. If you're still not satisfied, or if a new situation has come into view, repeat this section.

Done without help, this process can take several days. Don't force it. With a trained consultant it still takes 2-4 hours. Whether or not you complete this project is evidence of your commitment to your well-being and success. If that doesn't pull you along....

Do your contemplation only two or three times a day, completely letting it go in between.

An important study point: Disagree with any of this material you wish. But if you think you disagree, use the magic question mentioned above:

If not this, then what?

In the same spirit, don't just take our word for it when you agree. Ask yourself why. Go for it. Discover that which you already know.

5

Example Interpretations

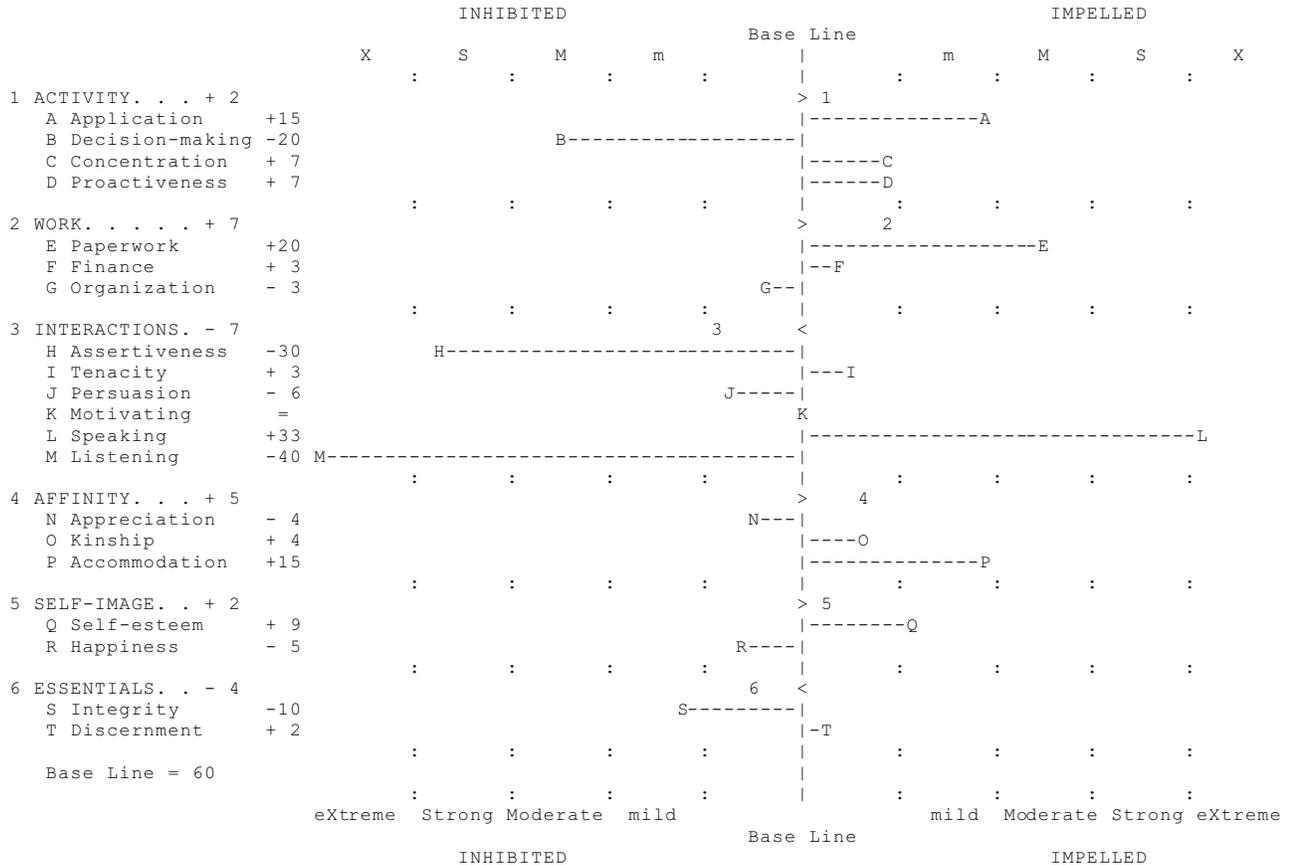
There are two example Profiles interpreted in this chapter. The first is ACME Partner1, which is the one on the cover of this manual. The other is the Sample Profile. Both are actual Client Profiles, with the names fictionalized.

Each Profile is included with its interpretation.

The interpretations follow the format given in the preceding chapter's Step-by-Step section.

Effectiveness Profile

ACME Partner 1 [Executive] Circa 1989



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ACME Partner1

--- Inhibited/Impelled Outline ---

Inhibited	Impelled
(1.) M Listening -40	L Speaking +33 (73)
Already knows what others will or are saying; busy planning response; life is a debate; inappropriate responses.	Overly talkative and a poor listener; most interested in own thoughts and neglectful of others' ideas; ignores suggestions; lectures.

--> Differential Index: Presumptuous <--
Assuming without seeking confirmation or hearing refutation.

(2.) H Assertiveness -30	E Paperwork +20 (50)
Easily run off; doesn't take a position; doesn't reach out into life.	Method is extolled over practicality; cares far too much about form while neglecting content.

--- RESOLUTION ---

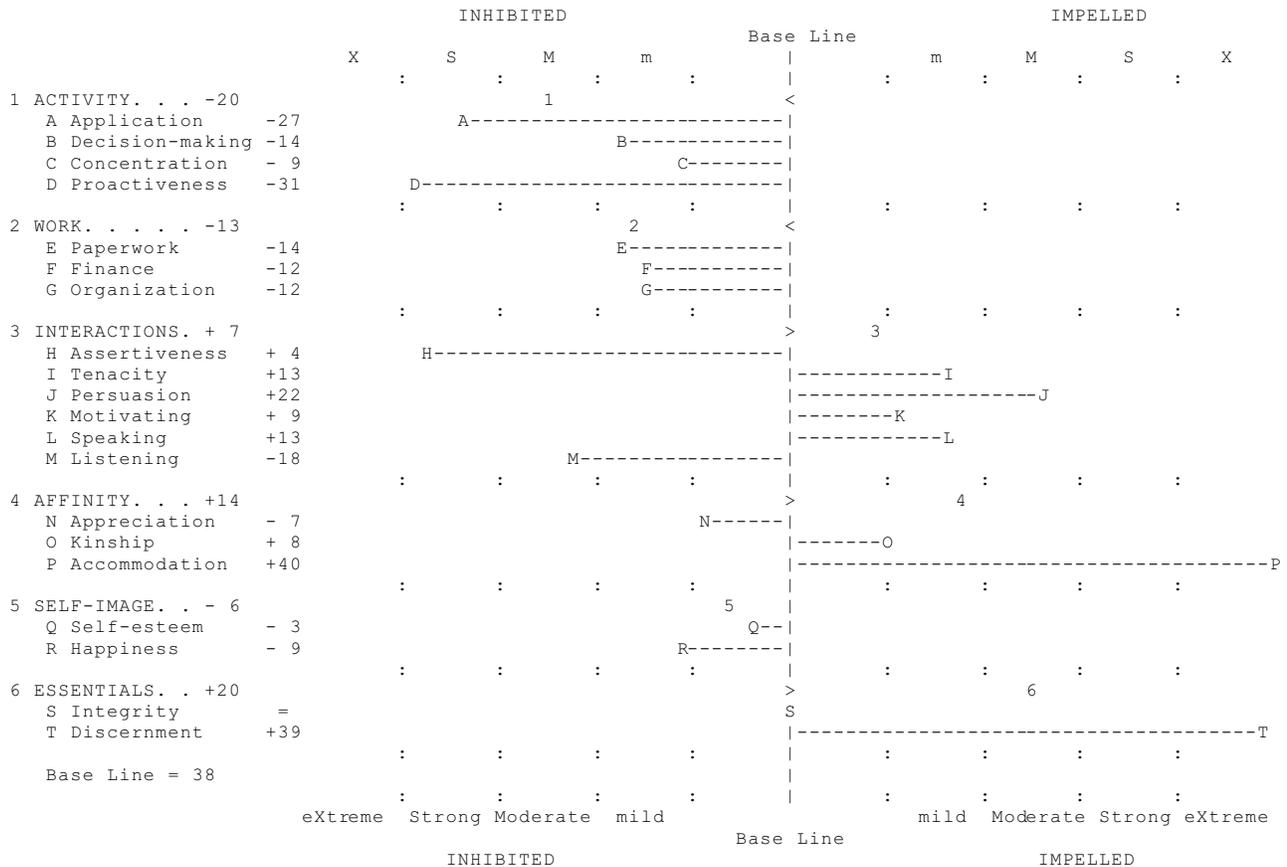
Direct staff to resources and facilitate their assimilation of the details; require staff to approach group expert or supervisor and allow only supervisors to bring unanswerable questions up the line; practice saying no whenever to say yes would undermine anyone.

--- FOLLOW-UP ---

The company stabilized, staff homogenized, billing doubled and profitability tripled, all of which required a 50% increase in staff and a move to larger premises, within one year. Resolution included weekly detail consulting with the client and bi-weekly with two supervisors.

Effectiveness Profile

Sample Profile [Executive] 01/13/1990



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The Sample Profile

--- Inhibited/Impelled Outline ---

Inhibited	Impelled	
(1a) D Proactiveness -31	P Accommodating +40	(71)
Has lots of incomplete actions keeping him busy; no reality on priorities; has more attention on time than on the task at hand.	Self-sacrificial; compromising; doing what everyone else wants.	

--> This Profile shows a compound configuration. <--

Paired inhibited (within 5 points of each other) and paired impelled as well.

The full interpretation lies along all four connections as well as the whole.

--- RESOLUTION ---

Simply to listen to the entire presentation before offering anything, to ask staff more and more about the situation until they realize what to do, and give only the least possible amount of information and suggestion.

--- FOLLOW-UP ---

The staff recovered morale, took back its jobs, and began to encourage friends to come to work at the company, ending a long-standing staff shortage and initiating a 50% growth in six months. Client was only consulted three times, including the Profile Analysis.

6

Further

Where To Get Your Profile

The Effectiveness Profile can be run online at:

<http://effectivenessprofile.com>

The Effectiveness Profile can be run in any of four modes:

- Executive
- Manager
- Professional
- Personal

Each modes uses it own set of propositions. Although they are quite similar, they are worded differently to more accurately reflect the context to which the Profile is being addressed.

Is Counsel Necessary?

You may wish to get outside help with interpreting your profile, but it isn't absolutely necessary. There is a lot of information in this manual to help you.

If you decide to get help, here are some things to keep in mind. The best help will come from someone who is trained in the Profile. Another source of help is a trusted friend with whom you don't mind sharing your results. You would tell this person what the Profile seems to say about your performance, and ask for feedback based on your friend's observations. Your friend should ask you questions, trying to understand your underlying process. When he or she understands it just from what you've said, so will you. This should be done without undue comments on your answers, except to ask further questions.

This description explains why not just any psychologist is an automatic top-of-the list option. Too many psychologists suffer from expert-itis and will waste your time and sometimes even mislead you by trying to explain you to yourself instead of helping you to discover for yourself what's going on with you with you and why. Amateurs who "took psychology" in school are even greater risks, for the same reason.

The best help will come from people who question from innocence: they don't know anything you didn't tell them. If you do use a psychologist, ask for a "proactive Rogerian approach based on the Socratic method". If your candidate doesn't get what that means, find someone else.

The Analysis & Strategy Consultation

Each of us is blind to something. For the individual at least, perception is reality. What you believe you see is what you see, even if you're wrong.

At Articulate Management, we have a special understanding of the thought process. Not only can we make the claim that a business is a reflection of its leadership's thinking, we can explain why.

There is a gray area in the "gray matter". Subtly integrated into everyone's conscious thinking, unnoticed and quietly operating in the background, are their innermost prejudices, unquestioned beliefs, and opinions, both right and wrong. Invisibly, this background reality leads you astray, often leaving you completely baffled, when what it tells you isn't true.

Each of us goes through life defining things for ourselves. We even develop a private description of ourselves: the self-image. But sometimes we make mistakes of definition - which we don't notice, or we would correct them automatically. Later on, when we try to do things in the misdefined area, we make mistakes.

The worst mistakes happen around the errors of definition that are elements of one's self-image. When this is your problem, you find yourself caught up in a destructive repetitive cycle, making the same subtle mistakes over and over again, without ever knowing why.

Most of us have no trouble seeing the strange and counter-productive things that others do. But when it comes to ourselves, we usually are without a clue! Unnoticed attitudes, overcompensated limitations, inappropriate responses, these are the seeds of our imbalances. And when those seeds take root in the way we do business, the effects can be surprisingly destructive.

The message is clear: if you want to improve your business, your career or your life, you must refine the thinking that creates it.

The first step in breaking destructive cycles is to identify the areas in which you have problems, and the areas where you don't. Next, you must focus on the most extreme things first. This gets the greatest improvement early on, in the most important areas. And, of course, makes sure that you don't mess with what's not broken.

There is a Hard Way and a Right Way to do this.

You could do a detailed survey of people who know you, but would you really trust that they can see you well enough to hit the mark? Or that they will be honest enough to be of help? (Can you be certain that they won't be "nice" and hold back?) And, will what they tell you come across in such a way that you can see from it what you really need to do?

You could take a battery of aptitude and personality tests, but haven't you already done that? Besides, you don't need to know which personality you are as much as you need to know what you're doing wrong. And personality has little to do with that.

The Analysis & Strategy Consultation (TM) is based on a unique software tool we have developed, the Effectiveness Profile. Its purpose is to discover and prioritize areas needing improvement.

The first part of the consultation involves going through the Effectiveness Profile questionnaire to confirm that each answer is as close to current facts as possible. When both you and the consultant are satisfied, the resulting Profile graph is printed.

Then the consultant guides you through the interpretation materials and a detailed discussion of the impact of your Profile on your operation.

Finally, a proactive strategy is developed that addresses the exact problems and priorities that have come to light.

This consultation consistently identifies the "Priority Problem" and develops a strategy for handling it. It normally takes between two and four hours, with most taking closer to four hours.

The contents of the Analysis and Strategy discussion are kept in complete confidentiality.

The Benefit Is Focus

- * Know what to work on next
- * Know what to change, what to strengthen, and what to leave alone.
- * See the imbalanced attributes that combine to set you up for stress and frustration.
- * Learn a new approach to identifying and defusing the "triggers" that activate your subtle self-sabotage.
- * Drastically increase your productivity by becoming more "yourself" instead of struggling to conform yourself to an externally-modeled image.
- * Find your own affirmative reality and build a basis for success that can't be shaken by environmental negativity.

We can also develop Composite Profiles for groups.

A Composite Profile is an application of the Analysis & Strategy consultation that generates a group profile which reveals a team's weaknesses, and strategizes their correction.

Composite Profiles are often used to adjust the focus gained from individual profiles, in effect to re-prioritize individual strategies in order to accelerate the overall improvement of groups that are in severe situations.

The premise is simple: If you can see it, you can do something about it.

For More Information

For individual work on a Personal Profile and issues, contact ASC at 650.964-3436, by email at info@asc.org, or on the internet at <http://www.asc.org>.

For business, executive and professional consulting, contact Articulate Management at 650.964-4488, by email at info@artman.com, or on the internet at <http://www.artman.com>.