

Business Dimensions from Digital Couch^ā data

GRID I: Problem Solving Style versus Task/Process Focus

Problem Solving Style:

Highs: Need to understand the theory or technology behind issues.

Lows: Desire to be more practical or “hands-on” in problem solving.

Task/Process Focus:

Highs: Focus on the **TASK** or “Ends Driven” in solving problems.

Lows: Focus on the **PROCESS** or “Means Driven” in solving problems.

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GRID II: Data Gathering versus Judgment

Data Gathering:

Highs: Need to focus on the **FACTS** or data in making decisions.

Lows: Focus on the **CONCEPTS** behind the facts in making decisions.

Judgment:

Highs: Focus on an intuitive **FEELING** in solving problems.

Lows: Focus on a logical **ANALYSIS** in solving problems.

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GRID III: Imagination versus Creativity

Imagination:

Highs: Enjoy thinking about “what could be” rather than “what is”.

Lows: Focus on the more tangible and practical aspects of what exists.

Creativity:

Highs: Focus on individual problem solving in more novel or unique areas

Lows: Creative impulses based upon the immediate need or the situation.

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GRID IV: Assertiveness versus Formality

Assertiveness:

Highs: Need to be **AGGRESSIVE** in social settings.

Lows: Need to be **PASSIVE** or **SUBMISSIVE** in social settings.

Formality:

Highs: Focus on proper manners, behavior and social protocol.

Lows: Being “consistent with one’s personality”, regardless of setting.

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GRID V: Internal Intensity versus Need for Superior Feedback

Internal Intensity:

Highs: Intense or personally concerned about one’s performance.

Lows: Assured about performance, so exhibit minimal sense of concern.

Need for Superior Feedback:

Highs: Feedback from superior increases their sense of confidence.

Lows: Minimal need for feedback, tend to be more self-evaluating.

GRID VI: **Psychologically Overt** versus **Projected Confidence**

Psychologically Overt:

Highs: Portray a “what you see is what you get” attitude with others.
Lows: More cautious/controlled (Image mgmt.) in social presentation.

Projected Confidence:

Highs: Internal sense of confidence (real or imagined) which is projected.
Lows: More cautious in interpersonal settings until confidence is gained.

GRID VII: **Extraversion** versus **Reflective/Decisive**

Extraversion:

Highs: Uninhibited in social settings where they seek social interaction.
Lows: Less driven by social interaction and seek less social contact.

Reflective/Decisive:

Highs: Very pragmatic, bottom-line and enjoy quantitative and concrete.
Lows: Attracted to the more complex, where discussion is a possibility.

GRID VIII: **Social Orientation** versus **Enthusiastic**

Social Orientation:

Highs: More reserved and utilitarian; driven by logic and goals.
Lows: More sensitive to others and responsive to social interaction.

Enthusiastic:

Highs: Will initiate social contacts and move out into the social arena.
Lows: More serious, controlled, socially cautious and harder to read.

GRID IX: **Team Worker** versus **Rule Follower**

Team Worker:

Highs: Willing to work with, trust others and seek cooperative settings.
Lows: Desire to be independent, self -motivating and self-directing.

Rule Follower:

Highs: Need to seek/create settings with procedures and structure.
Lows: Need to seek settings that allow for spontaneity and freedom.

GRID X: **Idea Complexity** versus **Ease of Expression**

Idea Complexity:

Highs: Comfortable formulating ideas, often highly differentiated views.
Lows: Usually more concise, focused or direct. Very understandable.

Ease of Expression:

Highs: Comfortable sharing ideas and formulating thoughts with others.
Lows: More cautious or even guarded and controlled in expressing views.

GRID XI: Situation Specific versus Forceful

Situation Specific:

Highs: Sensitive to a situation or context where you support group views.
Lows: More independent with your views so you are less “context driven”.

Forceful:

Highs: Aggressive in defending or promoting your opinions and views.
Lows: More passive in defending your views, tending to listen to others.

GRID XII: Firmness of Views versus Organizational Need

Firmness of Views:

Highs: Strong defense of one’s views but may be uncompromising.
Lows: Ability to “tolerate different views” but may be capricious.

Organizational Need:

Highs: Desire to “fit in and be part of” an organizational structure.
Lows: Desire to be independent and autonomous in one’s actions.

GRID XIII: Leadership Potential versus Group Response

Leadership Potential:

Highs: Desire to establish a strategic direction and lead others.
Lows: Lower interest in establishing a direction and taking on leadership.

Group Response:

Highs: Advisory in action, create vision, low involvement (Group drives).
Lows: Personal involvement - lead by “modeling behavior” (You drive).

GRID XIV: Management Potential versus Participation

Management Potential:

Highs: Desire to work with and manage the efforts of others.
Lows: Lower interest in assuming responsibility for other’s efforts.

Participation:

Highs: Active involvement in training and developing of subordinates.
Lows: Emphasis on corrective feedback, task focus and outcomes.

GRID XV: Idealism versus Relativism (VALUES)

Idealism:

Highs: Desirable outcomes are always the result of RIGHT ACTIONS.
Lows: Undesirable outcomes may and do result from RIGHT ACTIONS.

Relativism:

High **Relativism** = Ethical Skepticism

Highs: Reject UNIVERSAL MORALS in favor of RELATIVISM.
Lows: Embrace UNIVERSAL MORALS as guiding Behavior.

Statements:

1. The Business Dimensions are assumed to be normally distributed and the population sample is college-educated managers.
2. There are no "good or bad" scores until you start to define what you are looking for (e.g., strong extraverts do better in sales) in a given position (technical recruiter) or functional area (e.g., sales).
3. Average scores are considered 40% (low average) to 60% (high). Typically those with average scores are more driven by the situation.
4. As your score becomes either very high (meaning a lot of the variable) or very low (not much of the variable) your behavior is more likely driven by your personality rather than the situation.
5. You may see potential conflicts (e.g., firm views and low assertion) but usually this suggests more complex behavior (e.g., when he is less fearful of conflict he may express rigid views).
6. Ultimately the **Digital Couch** is based upon self-assessment so this may create various biases and distortions (they are accounted for).
7. This is a tool and like a blood test may suggest or point to some behaviors that are seldom manifest. However, honest individuals do identify with the results and find them to be accurate portrayals.