

--- THE Digital Couch[®], an INTRODUCTION ---

The Digital Couch[®] produces the data for a psychological report that describes a person's Cultural and/or Managerial or Executive style. The report covers the following areas:

1. **Problem Solving** - Approach to solving problems and working with others.
2. **Personality** - Underlying factors influencing how a person interacts socially.
3. **Social** - How the person reacts and responds in a social setting.
4. **Communication** - How the person communicates with others.
5. **Management** - The person's likely management style and preference.
6. **Values** – Looks at two major dimensions.

The Digital Couch[®] data can be used in the following situations:

- 1 **Screening** - Reviewing candidates for Culture and Management fit.
- 2 **Development**- Give an employee feedback regarding strengths/weaknesses.
- 3 **Remediation** - Identifying and defining "trouble spots" for improvement.
- 4 **Coaching** - Basis for internal/external help in modifying behavior for growth.
- 5 **Position fit** - Method to measure individual when job attributes are known.

The Digital Couch[®] is based on a sophisticated instrument that not only measures **TRAITS** like the better psychological tests but also measures **DYNAMICS**. Dynamics are the underlying and stable motivations that guide most human behavior. For example, some people need to socialize and develop relationships, others will master a body of knowledge and seek a sense of accomplishment and others are driven by a personal need for power and success. We might recognize these "types" as a salesperson, engineer and CEO. Hence, performance and success in any given area is influenced by specific combinations of underlying dynamics that drive behavior. These dynamics are distinct from traits (e.g., dominant and introvert).

The Digital Couch[®] is the only instrument that measures both Dynamics and Traits. With this data a company can make better personnel decisions or a consultant can provide higher quality Executive Evaluations for their clients. At last an instrument that quantifies the "soft data" of major personnel decisions and you don't have to rely on "clinicians" or Ph.D. trained consultants to produce similar results. Not anymore, with the advent of the Digital Couch[®] to do the job.

--- PRODUCT COMPARISONS ---

The Digital Couch[®], like any other instrument has both strengths and limitations. However, when used for Executive Assessment, it is the most powerful automated instrument available and produces very reliable and valid results. Now you can focus your effort on meeting the specific personnel needs without worrying about the soundness of the data. The individual who is armed with the Digital Couch[®] and familiar with its interpretation and use has a better and more thorough understanding of the factors affecting any difficult personnel problem or concern.

In addition, as a staff becomes familiar with using the data from the Digital Couch[®] your ability to solve personnel issues is more professional and others are more inclined to seek your advice and counsel. That is, a client "has invested energy" in understanding third party objective comprehensive reports that meet their needs. It is similar to an internist who uses a reference lab that generates a thorough, valid and accurate blood test. Once the internist becomes familiar with the product and it meets his/her needs in better diagnosing patients, the internist appreciates the utility of the product and the patients appreciate the accuracy of the counsel. Therefore, a state-of-the-art product, at a fair price improves the ongoing relationship between Human Resources and the line who seeks their counsel.

COMPETITIVE PRODUCTS: Executive assessments fall into two major areas. The first is a Clinical or "individually developed" report and the second is based upon some type of administered Psychological test. There are also services that use both methods and produce some type of combination report (e.g., PDI).

1. Clinical – ASSESSMENT CENTER:

A professional clinician controls the evaluation process and may use various psychological tests, "pencil and paper" exercises, input from others (e.g., 360 degree surveys), in basket exercises or any other method to obtain "behavior samples". This is a very expensive process but can be tailored to a specific goal (e.g., Executive development at the Center for Creative Leadership). As long as there is a dialog between the clinician and the person being evaluated, it can be the most thorough assessment process. However, for the majority of the executive work undertaken, it is far too costly and time consuming.

2. Clinical – INDIVIDUAL ASSESSMENT:

RH&R is probably the largest management assessment firm in the country and uses a standard individual clinical assessment. They hire Ph.D. and Ed.D. licensed psychologists who interview executives and based upon their history, they write a "clinical business report". Historically, they have made minimal use of testing and produce a narrative-type of subjective report that was based upon each clinician's ability and insights into any given executive. The advantage was they could answer very specific questions, tailor the report and integrate both "traits" and "dynamics." However, the cost for an evaluation is from \$1,500 to \$3,000 depending on the firm, consultant, time spent and the client's requirements.

3. Testing - "Non-professional" PSYCHOLOGICAL TESTING:

The use of these instruments does not require any specific educational background and is usually based on brief training or familiarity with the product. This assessment method is most commonly used in Team building exercises but its widespread use suggests that many companies use it for everything from selection to development. The advantage is that it is simple to understand, inexpensive and easy to administer. However, its overall utility for all of the above reasons makes it a very questionable choice when a more comprehensive assessment is required. Typical examples are the **DiSC™** and **Myers-Briggs™**, which both produce scores on 4 variables and allow the person to create "personality types" (e.g., ENTJ).

4. Testing - "Professional" PSYCHOLOGICAL TESTING:

The use of these instruments usually requires a licensed clinician where there is a "professional interpretation" by a psychologist who has the ability to accurately interpret the results. Examples of the instruments are the **16PF™**, the **CPI™** and the **NEO PI-R™**. These tests are all based upon the "Big-5" factor analysis theory of personality that states that the personality is composed of 5 major Trait Factors. These instruments are useful in helping the professional evaluate executives. Additionally, there are Testing and Report services that use these instruments and produce "standard reports" that are useful for a particular outcome (e.g., career interests, general management style and adjunct to therapy). When supplemented by a trained clinician, the cost rises (you pay for his or her expertise). The standard reports alone, run from poor to adequate based upon what the company/client/consultant is looking for. However, the cost is reasonable.

In summary you have the following options for executive assessment:

M A N A G E M E N T b y D E S I G N

Option:	License Needed	Cost per Evaluation	Traits and/ or Dynamics	Robustness of the Report	Compare Individuals
CLINICAL					
Assessment Center	Yes	\$3K - \$5K+	Both	Extreme	Seldom done
Individual	Yes	\$1K - \$3K	Both	Very High	Clinician can
TESTING					
Non Professional	No	\$75 - \$150	Simple Trait	Superficial	Trivial to do
Professional	Yes	\$350 - \$1K	Big-5 Trait	High	Designed in
"Report Service"	Maybe	\$150 - \$350	Big-5 Trait	Moderate	Yes – benefit
Digital Couch	No	Price Sheet	Both	Very High	Yes - benefit

The development of the Digital Couch[®] was based upon 20+ years of clinical individual assessments and using most of the standard professional tests as adjuncts. What was needed was a process that could combine the skill of the clinician with the speed, objectivity and cost effectiveness of testing alone.

The clinician's judgment is based upon an understanding of some complex behavior model (e.g., Psychodynamic) and his/her professional experiences. The results are seldom quantifiable so they are usually presented as verbal or written narrative descriptions. Hence, the clinician can produce a more thorough and sophisticated evaluation but it is costly and almost impossible to compare people (i.e., since they are "subjectively written" reports with no quantifiable data). However, the report is based on dynamics and underlying motivations that are stable over time.

The professional psychological testing is experimentally determined and is based upon some standard personality theory (e.g., the Big-5 Factor Analysis) that is easier to quantify in terms of measurable traits. However, it does not account for dynamics and underlying motivations because clinical and trait theories come from two very different psychological disciplines.

The Digital Couch[®] has integrated both the Dynamics and the Traits into one understandable package.