

MANUAL for



Management Evaluation Profile

Combining Business and Psychology to remove Decision Uncertainty

Scoring and Interpretation of the

MANAGEMENT EVALUATION PROFILE (MEP)

Using **Business Dimensions**
from the **DIGITAL COUCH**®

1) Format of Management Evaluation Report using the Digital Couch®

The **Management Evaluation Profile (MEP)** based on the Digital Couch® covers two major parts:

PART- I: Scores for 11 Bias variables that “tell” how the test was approached. They are usually seen as “test biases” but are converted into behavioral variables.

Psychological Approach – BIASES in Test Taking

A1	Consistency	CO%	D1.	Deny MOTIVATIONS	DM%
A2.	Time (Standardized %)	TI%	D2.	Deny DEFENSES	DD%
	Dynamic Usage	XX%	P1.	Psychologically Overt	PO%
T1.	Socially Covert	SC%	R1.	Question “Responsiveness”	OR%
T2.	Ideal Employee	IE%	R2.	Overall Variance	OV%
S1.	Semantic Inconsistency (SC) =	Not Okay		<i>Review - SC at 1-Sigma</i>	

PART - II: Scores for 39 Business Dimensions that form the basis of the Management Evaluation Profile (MEP) and cover 5 areas of behavior:

SECTION I: PROBLEM SOLVING

SECTION II: PERSONALITY

SECTION III: SOCIAL and COMMUNICATION

SECTION IV: MANAGEMENT and ORGANIZATION

SECTION V: STATED VALUES

PART - III: Covers the relationships among the TRAITS, DYNAMICS and ROLE which is critical in fully understanding anyone’s ACTUAL Expressed Behavior as outlined in the MEP

SECTION VI: DYNAMICS vs. TRAITS vs. ROLE

2) Test-taking BIASES uncovered by the Digital Couch[©]

The Digital Couch[©] “watches” 3 major areas as a candidate completes the test and then determines how each section relates to the others. Specifically, it watches **Traits**, which are overt behaviors (e.g., aggressive), **Dynamics**, which are the underlying dynamics that motivate a trait (e.g., a desire for social control produces aggression) and **Defenses**, which are stress reactions when motivations are blocked (e.g., anger at not being able to dominate a situation). By statistically comparing how those three areas interact, it is virtually impossible to fool the Digital Couch[©]. You may invalidate it but it is extremely difficult to “fake good” or hide what’s really going on because you could never track all the possibilities it follows and correlations it looks for. When the testee is finished and your natural/conscious (as well as your unconscious) biases are uncovered, Management by Design is given the option to correct for those biases based upon complex algorithms and statistics before you see the final psychological data.

BIASES (not good or bad): Some people are “too honest” and disclose too much, whereas others are cautious in sharing and disclose much less. Some people focus on the “whys” or the dynamics of their behavior while others focus on the outcomes or traits. Some people actually “avoid looking” at what bothers them and others are preoccupied with any form of stress. Some people feel they always “are true to themselves” while others “feel a need to accommodate to superiors or companies” and limit the expression of their true feelings. These biases are part of everyone’s personality and add an important component in interpretation. What follows is an explanation of the 9+1 “Biases” uncovered by the Digital Couch[©].

The biases have a letter/number in front of them (with the exception of Dynamic Usage) which gives you a general idea of where it is getting its data. The meanings are as follows: **A** is the basic test without regard to content. **T** is based upon Trait algorithms. **D** is based upon Dynamic algorithms. **S** is actually the semantic content in that certain dimensions should be negatively correlated (e.g., Striving for control in a social setting and being passive). **P** is a measure of “how open or forthright the person is. **R** is based upon the statistical pattern of the responses without any concern for content.

1. **Consistency:** Was the person consistent in responding. Some people pay close attention to their answers and maintain a consistent pattern. Others consciously try to fool the exercise, still others shift their response set (e.g., how I am at work to how I am all the time) or they may be sloppy (see the factor of time). When consistency gets too low the validity drops.
2. **Time:** The amount of time the person used to complete the exercise. Some people respond rapidly based upon how they feel, others over-analyze the test and others don’t pay close attention to their responding and produce sloppy results of questionable utility. The real use of this bias is to combine it with others (e.g., consistency) as an explanation.
3. **Socially Covert:** Suppressing one’s personality based upon a reading of the situation. The score gets higher as the person consciously changes his overt personality based upon what he hopes to achieve at that moment. This is “playing a temporary role” where one may be aggressive but “tones down his aggression” when his boss is present but is still aggressive toward his subordinates (boss is absent). It is social sensitivity to a specific setting or an

ability to play temporary roles. The complementary statement is Politically sensitive or politically astute. The derogatory statement is Socially calculating or Self-serving.

4. **Ideal Employee:** A strong desire to “fit into one’s surroundings” and basically change one’s personality based upon the setting. It is also called the “**Marketing personality**” in that the person responds as if he asks, “What type of personality would you like to see” and then becomes that person. It is as if the person has distinct personalities for each setting (e.g., work, spouse, close friends etc.) and “puts them on” in that situation (See ROLE in section VI). There is a continuum from **Socially Covert**, which is reading a particular situation and changing one’s behavior at that time (i.e., short term) versus the **Ideal Employee** who is “always seen as accommodating at work” because that is what is expected. Hence the Ideal Employee has “lasting personalities” for each setting (e.g., work) and the Socially Covert person changes based on a particular situation. The complementary statement is Sensitive to our culture or a good team player. The derogatory statement is he is a Chameleon.
5. **Semantic Inconsistency:** The Digital Couch[®] looks for and expects some negative correlations. For example it does not expect the Leader and Loyalist dynamics to be positively correlated. Hence, it looks at 8 major dimension pairs and knows what to expect. As more of the expected negative correlations move positive the chances increase rapidly that the person was “not really reading content” or tried to do something that is unexpected. Of course as you move from 1 unexpected to 2 and on to 3; the chances that this is a typical profile drop from 49% to 21% to 6% (e.g., normal responding). This triggers a “Not Okay” meaning the profile needs to be reviewed. The mildest response is an “Indicator” and it goes from there down “1-Sigma” to “Probable at 88%”, “Assured at 97%” and “FULL Lock at 99.7%.” Now those people with “intense response patterns” (e.g., HIGH overall variance) can often trigger this indicator but as it gets higher it suggests that the person has a more unusual response pattern that “semantically” may be starting to make less sense.
6. **Deny Motivations:** If the person has a high score, he claims behaviors (e.g., aggressive) but **denies** why he is aggressive (e.g., need to exercise control in a social setting). If the person has a low score, he “admits to his aggressive behavior”, and doesn’t try to hide it (assuming they don’t have the first two biases above). We usually say the person with the low score is “consistent in expressing his personality.” However, when one denies their motivation but exhibits the behavior (e.g., aggressive) and then someone calls them on showing aggressive behavior; they make up an excuse. They say they just have strong feelings and never intended to come across that way or were just showing integrity. Strong denial may result in projected behavior (e.g., I’m not aggressive, you lack commitment). This may be conscious (I know I am aggressive but I’ll deny it) or unconscious (what aggression are you talking about?). The complementary statements are Clever, socially gifted/ talented or politically astute. The derogatory statements are Slippery, very hard to pin down and extremely manipulative. (Motivations are the underlying Dynamics causing Trait behavior)
7. **Deny Defenses:** The person denies most any stress reaction (e.g., anxiety, overt anger or stubbornness, concerns regarding relationships) and claims they never (seldom) experience any of the typical defense mechanisms. In essence, this means the person is “perfect” and they never get angry, anxious, suspicious or anything else so they are always the picture of rationality. Since they never experience stress, all problems stem from the behavior of others since they are always the complete picture of rationality. The difficulty is that you can never “deal with a personality conflict” since they are not upset but problems that one sees

are always “someone else’s problems.” For example, they are never angry or upset but “you misinterpreted their behavior.” Hence, there can never be a discussion about relationship problems or concerns. This may be conscious (I’ll hide my anger and if someone asks, I’ll deny it) or unconscious (what anger are you talking about?) Complementary statements are Extreme confidence, born leader and highly charismatic. The derogatory statements are he is Egotistical, narcissistic, defensive and arrogant.

8. **Psychologically Overt:** This is a summary statement or a combination of denial of both motivations and defenses (Dynamics) relative to the Traits. Traits are in contrast to Dynamics and usually people feel more comfortable “admitting” that they have/don’t have traits such as dominance, warmth, social boldness and extraversion. As you move from Traits to Dynamics, people become more “uncomfortable admitting” that they have/don’t have underlying dynamics. People who are more overt and willing to share with others seem comfortable saying things like, “Yes I am aggressive and I like to lead others or tell them what to do.” People who are covert may say, I may be aggressive but I have no need to control others, or have my views supported by the group, I am just doing my job.” Some of this is fine but as the person claims trait behavior and denies underlying behavior, he is becoming more psychologically covert. Sometimes, too much overt behavior can be a problem because the person appears reactive and less controlled (e.g., “You made me angry so I will stop and tell you how I feel right now.”) The complementary statements are Mature, controlled and professional. The derogatory statements are he is Extremely hard to read (Covert), calculating, intimidating and sneaky.
9. **Question Responsiveness:** When the person completes the Digital Couch[®] it looks at all his responses across all variables and expects to see average responding when content is eliminated. If the person states that many of the questions do not fit their personality (i.e., LOW response Bias) they are not responding to the items so that their personality is very difficult to measure (i.e., don’t give much data). This is usually a conscious mechanism to avoid answering the questions so that others will NOT know what they are like. Because of the low responding, it is difficult to determine many aspects of their personality because you don’t have very much data (It can be corrected to a degree). At that point, the entire profile must be statistically corrected and the results are suspect and less accurate. When the Response Bias is very low (i.e., < 20%), and there is a high Deny Motivation/Deny Defenses is almost always conscious. While the scores can be corrected the validity drops and the data is not as accurate. For example, on an 8-point scale if you are looking at an average score of 2.2 (little data given – average response = nothing fits) the person has said very little about himself. On the other hand, the person with an average score of 5.2 gave you more data which gives one a greater assurance regarding their actual responding.
10. **Overall Variance:** This is a measure of how much of the 8-point scale the person uses. If the person has a high variance they are usually making strong discriminations among the measures and their data tends to be more accurate. For example if a person used all 3,4 and 5 they would have a much lower variance than the person who used the entire 8-point scale. As a person’s variance drops, usually their personality tends to move more toward the average (i.e., **vanilla personality**). An exception is the low responsiveness from above produces a low variance because the person was using mostly 1,2 and 3 (that is low responsiveness). It is more unusual for a person to use all 6,7 and 8 (low variance and high responsiveness) but some people do feel that almost all of the questions apply to them (could be “pencil whipping” or just randomly using the high points on the scales).

11. Dynamic Usage: This area can get pretty complex quite rapidly and is covered in the last Section (Section VI for a full explanation) and is handled by the **Executive Insight Virtual Psychologist** which is another use of the data from the Digital Couch[®]. The basic concern is that as the Dynamic Usage increases the personality becomes more complex and looks situational. For example, if a person has a low score on this dimension and they are aggressive, they are aggressive all the time and are not very concerned about WHAT motivates them (they don't seem to care about the issue). It is as if they are aggressive, even if the situation has little direct meaning to them. On the other hand, high scores analyze the situation first (does it trigger MY dynamics) and then become aggressive if that is their trait. Hence, if they have an EGO Dynamic and it is a very personal issue they are aggressive. If they have an INTELLECTUAL Dynamic and it is their professional knowledge area, they become aggressive. High scores ANALYZE the situation for personal meaning FIRST and then react according to their TRAIT structure.

Biases not only allow for a better interpretation but they can be used as personality measures in and of themselves (e.g., being overt about one's actual behavior is a personality description!). After one has a good feel for how the person completed the Digital Couch[®] you are ready to "interpret the personality data" and get a much better reading of the personality profile itself. It is as if all the biases "sit on top of the personality" (e.g., I am overt about... I have a need to hide my defenses...) and better define one's personality or at least they tell you how to approach the personality data that follows (e.g., their Deny Defenses is very high so they are very cautious about admitting or sharing when they are under stress). So you need to "interpret up" their trait anxiety. However, when you see the Management Evaluation Profile (MEP), the Digital Couch[®] has already taken care of much of the interpretation for you.

3) Format of the PSYCHOLOGICAL part of the MEP

This is the major portion of the **Managerial Evaluation Profile** which covers 5 major areas (Communication and Social are combined). Each section has a number of business dimensions and those scores are followed by an explanation of what the scores/combinations suggest in terms of overt behavior. For example, Section I has the following format:

SECTION I: PROBLEM SOLVING

1. Task vs. Process	73%	5. External Orientation	64%
2. Imagination	27%	6. Factual vs. Conceptual	93%
3. Broad-minded	63%	7. Thinking vs. Feeling	71%
4. Creativity	82%	8A. Need for Closure - Duty	68%
Intelligence	79%	8B. Psychological closure need	92%

You have above average intelligence, where you can learn rapidly and exercise good judgment. Your balanced intelligence suggests that common sense and intellect are emphasized.

You are fairly aggressive in problem solving, so you usually state your opinions with a strong sense of conviction where you will strongly defend your views.

You are practical where you exhibit a strong preference to deal with concrete issues and work within existing systems.

A suggested role for the company user (e.g., manager or HR) is to go over the candidate's scores, interpret them (using the information below) and discuss how they are related to the specific reason for the evaluation. For instance, the person above is more task-focused than process-focused and is concrete (low imagination) in his style. The feedback and discussion may take the form of "coaching" or discussing how their style impacts others, what actual behavior has been seen in the company and what they can learn from the above data.

The verbal portion of the **Managerial Evaluation Profile** covers many issues and integrates traits and dynamics across various sections to present a coherent style for each section. An important note is that NOT everyone (actually very few people) is consistent across the different sections (e.g., may be aggressive problem solvers and more passive socially). This is not an internal inconsistency but just suggests the person may be a little more situationally based (e.g., look at the situation before they respond) Reviewing the data and reading the discussion of the business dimensions of the MEP will help you develop a good understanding of your candidate or employee, their preferred culture fit and his/her development needs.

V. INTERPRETATION of the MEP Business Dimensions

What follows is a list of the 39 business dimensions of the **Managerial Evaluation Profile**. They are presented in the order in which they occur. First there are some general statements about the business dimensions that can/should be shared with the candidate or employee.

Statements:

1. The business dimensions are assumed to be normally distributed (exception is Leadership/Management) 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 usually do better in sales).
3. Average scores are considered 40% (low average) to 60% (high). Those with average scores tend to be driven by the Situation rather than their personality. As the number of average scores increase their personality becomes more **vanilla-like** meaning that they fit fairly well in many situations but there is no "best fit."
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. A candidate may see potential conflicts (e.g., high independence and low self-sufficiency) but usually they suggest more complex behavior (e.g., likes to do his own thing but around/with others).
6. Ultimately the **MEP** is based upon self-assessment so this may create various biases and distortions (many/most 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 and reasonably insightful individuals do identify with their results and find them to be accurate portrayals (i.e., valid measure).

Business Dimensions: The Business Dimensions are presented as they appear in the **MEP** and then they are individually defined. The **format** for each of the Business Dimension is:

Business Dimension Name: Definition of a Business Dimension and its behavior impact, followed by what "high" and "low" scores may look like: (+) Outcome or examples of a high score on the variable. (-) Outcome or examples of a low score on the variable. Average would be 40% - 60%. High scores are greater than 70% and low scores are less than 30%. "Good or bad" is not associated with either high or low scores.

SECTION I: PROBLEM SOLVING

- | | |
|---------------------|--------------------------------|
| 1. Task vs. Process | 5. External Orientation |
| 2. Imagination | 6. Factual vs. Conceptual |
| 3. Broad-minded | 7. Thinking vs. Feeling |
| 4. Creativity | 8A. Need for Closure - Duty |
| Intelligence | 8B. Psychological closure need |

1. ***Task vs. Process:*** A focus on the **TASK** or the results and outcome versus a focus on the **PROCESS** or how one does the task. (+) Task emphasis drives to get the job done but may sacrifice social interaction or working with others. (-) Process emphasis is concerned about relating and involving others but may neglect or diminish the focus on results.
2. ***Imagination:*** The ability/interest in freeing up one's mind to come up with diverse solutions (that may not always be realistic) versus a more concrete, highly practical style. (+) Like to consider options but may get lost in potentials. (-) Very concrete and practical but may not generate the more unusual ideas or solutions.
3. ***Broad-minded:*** An ability to consider diverse possibilities or change one's views versus a desire to be more conservative (potentially very cautious) and traditional. (+) Willingness to try new ideas but a tendency to discount tradition (i.e., change for the sake of change). (-) Tradition bound and good use of what exists but a reluctance to change (status-quo).
4. ***Creativity:*** A desire to "do your own thing" and often feel that you can do a particular job better than someone else. Usually good at individual projects but shows less interest in a team style. (+) Strong need to solve problems on one's own. (-) Desire to work with others but may foster a strong dependency on team and support from others.
5. ***External Orientation:*** A desire to problem solve in the social arena (work with others, solicit help, ask for support) versus a desire to do it individually or "in your head". (+) May be too social and potentially less gifted at (or interested in) individual tasks. (-) May dislike or feel ill at ease working in a social (group) setting but confident individually.
6. ***Factual vs. Conceptual:*** A **FACTUAL** approach suggests a strong drive to find the facts and collect the data where the "data speaks for itself". A **CONCEPTUAL** approach suggests facts "stand in" for concepts and it is important to know the context or big picture. (+) Go after facts like an accountant or one who may organize data. (-) Go after concepts like an R&D engineer or one who looks for basic principles that a set of facts may illustrate.

7. Thinking vs. Feeling: **THINKING** relies on logic and an analytic approach to understanding. **FEELING** relies on intuition, accumulated experience or "gut feel". (+) Like to use a logical assessment in reaching conclusions. (-) Like to use one's gut or intuition (is always based on experience – no experience implies no intuition) in reaching conclusions.

8A. Need for Closure: A sense of duty where one has a need to close things out and get them done. (+) Suggests a strong sense of duty but some potential difficulty "letting things go" when they no longer produce results. (-) A casual feeling in accomplishing one's tasks.

8B. Psychological Need for Closure: A compulsive or obsessive need to close things out and get them done; otherwise one feels a personal sense of discomfort. (+) A nagging sense that one needs to complete tasks before one can move to another task. Gets things done but may find it hard to switch priorities. (-) A casual approach where the person is more driven by external structure and timetables.

Intelligence: This is a rough measure of intelligence based upon vocabulary which is shown to be highly correlated with overall intellect. However, this variable engenders a great deal of debate and emotional reaction, so you may not want to include it. The assumption that high scores are always better is false as witnessed by very successful salespeople who may have more moderate "intelligence scores" but have a better balance, including strong social skills. Also highs can be arrogant and hard to work with and for.

SECTION II: PERSONALITY

- 9. Warmth
- 10. Emotionality
- 11. Sensitivity
- 12. Skeptical

Achievement Motive =

- 13. Apprehensive
- 14. Intense / Driven
- 15. Anxiety / Worry
- 16. Facts vs. Situation

Machiavellianism =

8. Warmth: A desire or need to relate to people in a warm, concerned and caring fashion versus an interest in objects, things or concepts (with less focus on "people as people"). (+) Like people in general and seek to develop a personal relationship but may have difficulty making the difficult people decisions. (-) Find other interests more stimulating and this focus may have a negative impact on both sales and management ability/interest. Warmth may or may not be related to extraversion (outgoing in a social setting).

10. Emotionality: A tendency to respond to situations in a more emotional fashion where you become irritated or frustrated by obstacles. (+) Usually quick to get upset but may seek to change sources of irritation (-) Take setbacks in stride and usually have the capacity to deal with frustrating situations. Low scores are good indicators of stress tolerance.

11. Sensitivity: An empathic relating to others. That is, a picking up on the feelings of others without being told. (+) An ability to emotionally read others but usually are thin-skinned and sensitive to criticism. (-) Rely on open communication to determine how others feel since they are less emotionally insightful. However, takes criticism in stride.

12. Skeptical: A lack of trust or sense of caution in taking things at face value. (+) Tend to be very suspicious or slow to trust others. Usually feel there is a hidden agenda in ambiguous

social settings. (-) Can be seen as naïve and easy to fool but usually very accepting, open and sincere.

13. *Apprehension*: An inner concern that after a TASK is completed you will be evaluated on the outcome or performance and who you did the task for (e.g., superior) will not be pleased. It is close to a "sense of guilt" that you should have done better. (+) Makes a person more cautious since they fear negative sanction by others (-) Lower scores suggest a more positive adjustment but very low scores look like nonchalance.

14. *Intense/Driven*: During a TASK you may approach it with an intense and driven style or you may be more laid back and calm (this does not always influence productivity). (+) Often seen as having "fire in the belly" but may be difficult to work for. (-) Lower scores suggest a more positive adjustment but very low scores seem carefree and unconcerned.

15. *Anxiety*: A concern that before a TASK begins, you may not have the expertise needed, an understanding of the requirements or you exhibit a general sense of anxiety or worry that your performance will be less than satisfactory. (+) Because of high anxiety the person is often driven to do a good job but at certain levels it can be debilitating and usually causes managers to micromanage subordinates. (-) Lower scores suggest a positive adjustment but very low scores can look like a lack of external commitment or interest.

16. *Facts vs. Situation*: A factual personality is bottom line and "tough" where the person is less interested in the situational or contextual issues that may influence events. A situational personality is more sensitive to context and usually considers mitigating circumstances (softer and more compassionate). (+) Very bottom-line, direct, no nonsense style. (-) A need to see the softer aspects but may become "too philosophical".

***Achievement Motive*:** This is not an actual trait but is a critical value in many business and professional settings. As the score increases, the person is more driven to succeed, push themselves and make sacrifices to achieve their goals. Lower scores suggest other values may play an equal or mitigating role such as a balanced life (i.e., less driven), a desire for security, finding a "desirable and supportive" or less competitive culture or whatever. People with high scores, when thwarted may exhibit a dramatic shift in the manifestation of their personality (e.g., more apt to feel frustrated in some settings and then become more aggressive, angry or whatever). Hence, there can be a reaction between the personality variables and the achievement motive.

***Machiavellianism*:** This is not an actual trait but is an important value in how one approaches others in certain situations. As the score increases, the person is more willing to "play hard ball", become clever in how they deal with others and sees the world more as one of "power struggles" with only winners and losers. Usually, they are quite clever and may be seen as astute and not naïve about the "ins and outs" of actual business. Some people refuse to disclose this variable (it is not socially desirable) but its presence is calculated with some likelihood. The variable name shifts to: Machiavellianism-Political.

NOTE: As #13 and #15 increase the person becomes more perfectionistic in his/her approach. Usually superiors like this behavior because your performance is always exemplary. However, a high degree of perfectionism drives subordinates crazy as you (1) worry before task is completed and (2) after the fact you revisit what they/you should have done and (3) during the task, you often micromanage efforts.

SECTION III: SOCIAL and COMMUNICATION

17. Dominance	21. Self-sufficient
18. Spontaneity	22. Extraversion
19. Conformity	23. Independence
20. Socially Open	24. Simulated Image
<i>Locus of Personal Control =</i>	<i>Authority, Religious, Unknown</i>

- 17. Dominance:** A need to dominate or control a social interaction (assumes you have the desire or interest to control it – this is related to Dynamics) where others will view your behavior as aggressive, domineering or controlling. (+) Overtly aggressive and potentially intimidating but comfortable dealing with conflict. (-) A need to avoid conflict so you are seen as a strong team player (may or may not be true) but weak at handling the tough issues.
- 18. Spontaneity:** An open display of one's feelings and emotions where one does not withhold their feelings but allows others to see "where they are coming from. (+) Very emotionally open and forthright but you may "wear your heart on your sleeve". (-) Responding in an "emotionally controlled fashion" where you may be seen as staid and controlled.
- 19. Conformity:** A desire to conform to some set of norms such as a society, subculture or those of some other norm group (i.e., profession). (+) A need to fit in and identify with some norm group. (-) May avoid group identification or even rebel against some norm group.
- 20. Socially Open:** The desire and/or ability to approach others and establish relationships (may be task driven) where you are not fearful initiating social contacts in ambiguous settings. (+) Feeling very comfortable approaching others or making contact. (-) Cautious or even fearful of initiating social contacts. (An introverted style is not always related).
- 21. Self-sufficient:** A self-sufficient person does not need people and often seeks individual tasks or situations where he maintains personal control. (+) Your need to work with or interact with others is minimal (this does not suggest that you can't work with others but your need is low). (-) You seek contact with others and feel better establishing relationships since you enjoy dyadic, group or team activity.
- 22. Extraversion:** An interest in working with other people, meeting others and associating with others in general. (+) Extraverts seek situations that maximize social contact or external stimulation. (-) Introverts prefer to do things on their own, have a low interest in socializing and gravitate toward individual effort and responsibility.
- 23. Independence:** A desire to "provide your own structure" where you need to experience autonomy and freedom. (+) You see external structure as something "imposed from the outside" that limits your options. (-) A mutually dependent style (working with others to provide a collective structure) or dependent style (seeking structure from others or one's superior) style. You see external structure as a guide or a necessity.
- 24. Simulated Image:** A need to focus on "how one comes across to others" (usually those one respects or those who influence one's career) where a person modifies their personality to "fit better" with the expectations of that company or person. (+) Related to political acumen,

sensitivity to others or a need to fit in and be accommodating. (-) A need to be "your own person" and be accepted and evaluated for "who you are".

NOTE: As #21 and #23 increase you become more entrepreneurial where you have less interest in structured organizations because you (1) don't seek relationships with others and (2) you want to provide your own structure. Good organizational people usually have moderate scores on #21 and higher scores on #23. Very loyal people often have lower scores on #21 and moderate scores on #23. Highly dependent people (sometimes related to democratic teams) have low scores on both.

SECTION IV: MANAGEMENT and ORGANIZATION

25. Socially Aggressive	29. Rule Driven/Rigid
26. Direct Speech	30. Adjusted (Self-report)
27. Liberal in Action	31. Leadership
28. Socially Precise	32. Management Potential

NOTE: This section postulates how a person responds in a "normal managerial setting" or one that is balanced on the major variables impacting managerial style. Hence, it assumes that the setting is not autocratic or democratic or participatory; not political or apolitical but balanced; not total autonomy or total freedom and so on. All environments can be measured on these dimensions, (i.e., a definition of an Organization's CULTURE) and no one would be surprised to find that no setting is balanced all the time.

25. Socially Aggressive: How you would come across to your subordinates in terms of an aggressive, potentially demanding style with a strong task focus and a less social tolerance (more demanding). (+) Subordinates would see you as aggressive, focused and demanding. (-) Subordinates would see you as passive, very tolerant and forgiving.

26. Direct Speech: The degree of directness or bluntness in stating your position. Ultimately, being direct is influenced by many variables that are often outside of your personality. This measure illustrates your general verbal style of being candid and direct versus cautious and controlled. (+) Direct and usually not interested in censoring what you say (-) Cautious and controlled in your speech.

27. Liberal in Action: Whether your style is more traditional and hierarchy based versus being open to considering new and diverse organizational structures and solutions. (+) Willing to experiment but may be too willing to change. (-) Less willing to modify your style but you are predictable.

28. Socially Precise: A need to follow social protocol and rules as opposed to using your own feelings or views. (+) You will be seen as formal or potentially stuffy where people may wonder, "Did you say or do that because it was how you really felt or it was the right thing to say or do?" (-) You will run the risk of making a social *faux pas* or being insensitive to social protocol but people will know how you "really feel".

29. Rule-driven/Rigid: A need to seek out and follow rules or create your own rules and sense of structure if rules do not exist. (+) You are more at ease with tight rules and a predictable sense of structure. (-) You may be seen as being too situationally driven or even casual and disorganized.

30. Adjusted (self-report): This is not how adjusted you really are objectively but how adjusted you see yourself relative to the database. (+) You see yourself as being adjusted and perhaps needing minimal improvement. (-) You see yourself as needing improvement, so you may be correct in your view or you may be too self-critical. Ironically, how you see you (whether it is correct or not) is more important when it comes to managing others than how you actually are. Hence, it is better to think that you are 75% (but you are really 40%) than to be correct that you are really 50%. The reason is lower scores believe that they are the source of problems.

NOTE: #31 and #32 are based upon regression equations of the previous variables that have been shown to influence success in management and leadership. If you wanted to "normalize" your score, you could add about 10% to your score to make it consistent with the other scores. The regression equation works by starting with a 100% and subtracting "points" (weight of a variable times your score) for each variable effecting Leadership or Management. For example an average score on *Warmth* is good for Management (no points loss). A low score (less genuine interest in people) or a high score (can't make the tough people decisions) will cause points to be subtracted from your 100%

31. LEADERSHIP: An interest in providing the vision for others and assuming responsibility for the collective efforts. You may be a charismatic leader or one who "models the expected behavior". Low scores may have minimal interest in leading because they like individual project work or dislike (or are anxious about) leadership responsibility.

32. MANAGEMENT: An interest in working with others, identifying their strengths and weaknesses and developing them as professionals or managers. Low scores may indicate a desire to work on your own, a frustration in working with others or a low interest in spending the time and effort to develop others.

SECTION V: VALUES

33. Idealism: Basically believes that with the "right" action, the right results are obtained. The reason it is called idealism is that idealist discounts the possibility that unexpected results and outcomes will occur along with what was desirable. Realists acknowledge that undesirable consequences are often mixed in with the desirable ones (maybe you should focus on outcomes) and any action does not always produce a desired outcome.

34. Absolutism: This is the embracing of "universal moral rules" as opposed to **Relativism** where things are more situation specific (i.e., I cannot impose my values on others - no moral absolutes). An absolute position is that there are "rights and wrongs; goods and bads" and they fall into clean categories.

You can make a matrix of the values by taking both the high and low scores in each category and it will produce the following matrix of moral styles:

	High ABSOLUTISM	LOW ABSOLUTISM
High IDEALISM	(1) ABSOLUTISTS	(3) SITUATIONISTS
Low IDEALISM	(2) EXCEPTIONISTS	(4) SUBJECTIVISTS

Absolutists: Assume that the best possible outcome can always be achieved by following Universal Moral Rules. They reject the use of an action's consequences as the basis for moral evaluation. Acts are immoral or moral when compared to a universal moral rule (You should never lie) This Moral philosophy is called **Deontology** and is Means driven.

Exceptionists: Universal Moral Rules guide judgments but pragmatically one has to be open to minor exceptions. You should use the moral absolutes but it may happen that it is "ethical to tell a white lie" (e.g., to avoid hurting another's feelings). This Moral philosophy is called **Utilitarianism** and is Ends driven in the sense that you must look at consequences since we live in a less than ideal world.

Skeptics believe moral rules are relative so they are "Ethical skeptics".

Situationists: Reject Universal Moral Rules and believe individuals should analyze each situation and act appropriately. The basis of the moral judgment is the situation and what would be right in that particular situation. This Moral philosophy is called **Situation Ethics**.

Subjectivists: Moral judgments are based upon one's subjective perspective rather than any Universal Moral Rules. This subjective evaluation is both for your values (not absolutes) and your "personal reading of the situation" (what I will do rather than what I "should do" in this situation). This Moral philosophy is called **Ethical Egoism** because no standards are valid except in reference to one's own behavior.

4) Dynamics versus Traits (versus Situation and Role)

There is a factor called "**Dynamic Usage**" (see Biases) which ranges from 0 -100% and is an indication of a person's preference to use **Dynamics** over **Traits**. At its low end the person tends to primarily focus on Traits as drivers of their behavior and at the high end the person's behavior is driven primarily by Dynamics.

The most obvious manifestation of a person's behavior is usually their **Traits**. For example if a person is extraverted or socially aggressive, usually most people can recognize this behavior in normal social settings. Hence, the higher or lower a person's trait score on any dimension, the more obvious (unless there is some external motivation to do otherwise such as "stifle your normal aggressive behavior" when your superior is present) is your overt behavior.

Now if your **Trait** scores are "average" (i.e., in the 40% to 60% range) often the **Situation** determines your behavior. For example if a person is moderately extraverted (e.g., 53%), and they have to interact with others on a new team, they will probably do so at a level that is more

driven by the situation than their personality. By way of contrast it would not be surprising to find that the aggressive extravert has a lot to say and the passive introvert has very little to say in the same situation. That is, personality drives their behavior and not the situation. Hence as a personality becomes more “vanilla” (i.e., that Trait is at the 50% mark) the situation is likely to drive their behavior and as their personality becomes more “radical” (very high or low scores) their personality is likely to drive the behavior.

Before we move to **Dynamics** there is one other major issue that drives a person’s behavior in most settings and that is their social **Role** relative to that situation. Using the above example where the person has a moderate score on extraversion and dominance, now picture that they are in the role of being the Team leader or Manger in charge of the team. It is not surprising to find that they are “more” extraverted and/or aggressive because that is their role expectation (i.e., to lead the meeting). Likewise if they were a new hire and just joined the team, the typical expectation would be to take a much less active role until you understood what was going on. It is not too difficult to imagine interactions between the Traits and Roles. For example, picture a boss who is also aggressive and extraverted or one who is passive and introverted and think about the impact of their personality on their management style (i.e., their role is the Manager).

Now while the Traits are fairly well understood by most people because they are usually more obvious, the **Dynamics** are more complicated but are actually a more powerful predictor of behavior. Let’s return to the person who is aggressive and extraverted. If their Dynamics are not a major driver and they are “socially controlling” they are CONTROLLING most of the time and often without concern for the situation (e.g., at home, work, among friends).

Now let’s add Dynamics. There are nine dynamics and like traits people can have different combinations of Dynamics where they may emphasize a couple or may be more complicated. Let’s take a look at four different dynamics. If the person exhibits the Leader Dynamic (he/she strives for social control over others) regardless of their Traits. Now, going back to the above example of the person with the Traits of aggression and extraversion, it seems the dynamic is synchronized with the trait behavior (it is often the case but not always).

Now suppose the person is a Theoretician (control through knowledge and no particular social concern), they show aggressive behavior in areas that are intellectually meaningful to them (e.g., the engineer who debates a technical position with his superior but doesn’t care about the marketing plan – the physician who is aggressive in the hospital and passive at the Board meetings – the MIS manager who fights for a particular system but accepts a limited budget).

Suppose the person is an Egoist which means there are predetermined areas that are important for their self-esteem (e.g., being admired by superiors – making money – looking good) so if they feel they are “being attacked in one of those areas” (e.g., poor relationship with superior or potential loss of income) they can be very aggressive. However, if their peer is getting attacked for a similar “offense” they may decide to say nothing (it doesn’t bother my self-esteem so why should I speak up and risk developing a poor relationship with my superior) whereas the Leader may jump in (I know I can control this situation and make an impact).

Lastly, take the Relating dynamic (where how significant others feel about you is important to your self-esteem) so if you don’t care what Bill thinks about you and he insults you, you drop it. However, assume that Mary’s opinion is very important to you and she expresses the same insult. Now you may vigorously take her on and defend yourself.

The point is that the underlying Dynamics drive the overt behavior (e.g., in the cases above, consider that ALL of the people were aggressive and extraverted – same TRAIT scores - but they all had different DYNAMICS) so the Trait is not the major driver. So the more the Dynamics drive (i.e., high Dynamic Usage) the more you need to know what Dynamics are manifest in the

personality. Of course the Dynamic usage can range from 0% (Traits totally drive and are the most critical) where there is “little recognition of Dynamics or motivation” to 100% where the person almost always analyzes the situation first (e.g., is this important to me?) and then exhibits their “normal trait behavior.” It is as if Traits have “no cognitive presence” (i.e., I never really thought about it but yes I am always aggressive) and Dynamics “totally read a situation before they act” (is this important to me? If so, I will react according to my traits; if not, I’ll move on to something more motivating)

When you understand the **Traits** and **Dynamics**, the person’s **Mix** (they are ONLY determined by the Digital Couch) and the **Situation** and the person’s **Role**; most people’s behavior is highly predictable.

To get a better understanding of the Dynamics either read the paper entitled Dynamic and Defenses – An Explanation or you may want to use the Virtual Psychologists which use a subset of the data from the Digital Couch[©] but take over the interpretation of the actual psychological data and guide the user.

The best way to understand the Virtual Psychologists is to read the manual entitled Manual for Virtual Psychologists which is based on Digital Couch[©]

You have another choice. You can bypass all of the Virtual Psychologists that do most of the work for you and go directly to the **Management Evaluation Profile (MEP)**.

Or you can use the Virtual Psychologists which incorporate the data from the Digital Couch[©] and produce the **PERSON PAGE** (i.e., Psychological Profile). This Psychological Profile can be imported into any Virtual Psychologist to make decisions about:

1) Selection, 2) Team Dynamics, 3) Senior manager Styles or 4) Development. The choice is yours:

Do it all yourself or Let the Virtual Psychologists help you!

However, regardless of your decision, you need a highly valid measure of Psychological data and there is no better instrument on the market to provide Psychological data than the ...

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