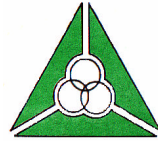


MANUAL for



Virtual Psychologists

Combining Business and Psychology to remove Decision Uncertainty

Using Virtual Psychologist (V-Psy) to:

Select, Compare, Understand & Develop

Employees and Candidates

Virtual Psychologist based on the Digital Couch[®]

I. Getting the data from the Digital Couch[®]

The results from the Digital Couch[®] are returned to Management by Design and the scoring platform downloads the answers and creates a complete analysis of the test-taker's style and results. The Digital Couch[®] produces the most sophisticated results of any psychological instrument available and gives the user options on how to use that psychological data. This Manual focuses on the Virtual Psychologist, which uses a subset of the available data.

The data from the Digital Couch[®] is evaluated in a spreadsheet which has three major parts:

1. Scores for 11 Bias variables that "tell" how the person approached the exercise.
2. Scores for 30 Business Dimensions that compose 15 GRIDS (**PERSON Page**).
3. Conversion "indicators" to see connections to **Managerial Evaluation Profile (MEP)**.

The basis of every Virtual Psychologist, regardless of its function is to take the data from the **PERSON Page** (i.e., a brief Psychological Profile) and allow the user to manipulate that data in many different ways depending upon the user's needs. The data, which is obtained from the Digital Couch[®] can be accessed from the website below:

The **MANAGEMENT by DESIGN Website** has the LINK for the Digital Couch[®]:

<http://www.mbydesign.com/>

Once you have found the site and entered the USERNAME and PASSWORD, you are ready to begin. Just follow the instructions and the Website takes care of everything. Use the following and type in all lower case letters:

Username: **guest912**
Password: **couch**

If you get dumped for any reason, return to the Website, sign in again and access your database (your answers to that point) by using your name exactly as you entered it the first time.

II. The Four Virtual Psychologists that use the Digital Couch[®] data

1. **IN V-Psy**: Compares a person's FIT with **30** predetermined Positions.
2. **TRY V-Psy**: Can compare any team member's styles or see Team Dynamics.
3. **Executive - Insight V-Psy**: Determine "Underlying **Dynamic** style" of a manager.
4. **IN V-Psy**: Use Psychological data to develop yourself or another person.

Each Virtual Psychologist works from the [PERSON Page](#) which is a brief psychological profile of the person selected that can be printed on a single page. There is an incredible amount of data on a single Person Page that can be used to better understand any candidate or employee. The user has the choice to work with all the data (see **PERSON Page** explanation) or to just let the Virtual Psychologist use that data and complete its function.

For example the TRY V-Psy evaluates a candidate's or employees psychological fit with a predetermined position (e.g., Customer service, Sales or Store Director) and then makes a judgment about overall fit (e.g., 78%). You can rely on that final number or you can see how the person fits in each major area (e.g., Problem Solving, Social style) or you can even see the fit on each variable (e.g., assertiveness, confidence). The V-Psy tells you WHY the person is or is not a good fit. The level of analysis is totally up to you but all the data is always available.

Additionally, every V-Psy is loaded with on-the-spot direct HELP. For example, put the cursor over any Business Dimension and it tells you what it is and what a high score or low score looks like. There is also embedded HELP in the form of "?????" which allows you to read what to do if you are stuck or need additional help.

The bottom line is the V-Psy has incredible flexibility to do its job like a "**Virtual Professional Psychologist**" and use the data in a predetermined fashion based upon psychological theory. At every step of the way the V-Psy lets you see what it is doing to give you its **Final Answer**. The choice is up to you but when this is combined with your expertise (e.g., internal interviews, career history) it is without match, the most sophisticated product rivaling a Ph.D. psychologist.

Now, just what does that **PERSON Page** look like and what does it show?

Note: It is best to use an actual Virtual Psychologist as you read this Manual

III. Discovering the PERSON Page

The following data is available on the **PERSON Page** :

- The Names of the people in the V-Psy is in a drop down list – easy to change view
- The Bias scores turn colors to indicate which biases may be potentially "good or bad"
- If it detects any major issues like Political, Vanilla or Intense personality and shows it.
- If you have used the Myers-Briggs® it shows the actual type assessment (e.g. INTJ)
- Shows the scores on 30 Business Dimensions with embedded definitions
- Puts the 30 Business Dimensions into 15 GRIDS so you can display overt Styles
- Categorizes the 30 Business Dimensions into 6 major Sections (e.g., Social style)
- Shows the actual score and quintile for each of the 30 Business Dimensions
- Tells you in English what it means to have that score (by quintile).

The easiest way to view and understand all of this data is to actually see your scores on the **PERSON Page**. You should contact [Management by Design](#), complete the Digital Couch® and input your scores into the V-Psy of your choice and then you can see its actual power.

IV. Viewing and Using the PERSON Page

NAME	Yon Trevor
POSITION	VP Of Excellence

INITIAL LIST									
YT	BM	TS	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50

The first thing you do is to select the person who's **Personality Profile** you want to work with. What you see is an Initial List that includes the initials of all the people in the V-Psy. As you can see the V-Psy holds 50 people. By clicking on the NAME, you get a drop down list of the people in your V-Psy and you just select the one that you want to work with. In one "click" every factor of the entire PERSON Page is changed and you are ready to work with the person.

GRID	BUSINESS DIMENSIONS	SCORE	DESCRIPTION OF SCORE	
	IMAGE =	57%		
<i>Section: Intellectual</i>				
GRID	Problem Solving Style	19	1	<== A very strong need to approach problems from a practical perspective
I	Task/Process Focus (P-1)	84	5	==> A very strong need to focus on the task and discount process issues

The next thing that you notice is the 30 Business Dimensions (BD) are paired into 15 GRIDS. The example above is only the first pair of 15 BD's which forms the first GRID. From left to right, you have the following psychological data:

- GRID Number (1 of 15) in Roman Numerals
- The name of the 2 Business Dimensions forming the GRID (e.g., Problem Solving Style)
- The section those GRIDS are in (see above – in **Intellectual Section** – has 3 GRIDS)
- Putting the cursor over the name gives you the Definition and High/Low score
- An **indicator** (e.g., P-1) that connects this with the **Management Evaluation Profile**
- Your actual scores (e.g., 19% and 84%) on the Business Dimensions
- Whether they are in the HIGH (H) or LOW (L) quintile.
- What your score means in English

This is repeated for all 30 Business Dimensions that cover the 6 major Sections. The Sections are: (1) Intellectual Style, (2) Personality, (3) Social, (4) Communication, (5) Management and (6) Values. These Business Dimensions create 15 GRIDS where anyone's score can be plotted on any GRID and in an instant you can see how 1 – 12 people "relate to each other" on those 2 Business Dimensions. This is an extremely powerful tool that uncovers how people interact in groups, how their styles fit together and what BD's define your **Organization Culture**.

The next ability is incredible and really only exists for the data from the Digital Couch[®]. There is no other instrument on the market that can come close to discovering this level of

psychological data. Only the Digital Couch[®] has the ability to distinguish between **Traits** (which most sophisticated psychological tests measure) and **Dynamics** which no other test measures and then use their complex interaction to determine bias. You can see more about the Dynamics in the next section or totally forget about them and let the Digital Couch[®] and its powerful V-Psys do most of the work for you. You control your level of understanding!

This ability makes it the most powerful Psychological test on the Market.

There are various Pop-up signs (does not have this message) that may raise a major concern about the person (e.g., Highly political, Consciously hid data) taking the Digital Couch[®]. This is not based upon a single Business Dimension but a complex set of dimensions about how the person approached the test. It will discover things that even the best and most sophisticated interviewer will miss. It may not always be right, but it will caution you to take a look at that specific area and discover the truth for yourself. However, with complex algorithms, it looks at more than you can imagine.

Wouldn't it be nice if you knew why the V-Psy was worried about certain issues that some people displayed? Or what factors were influencing the results? Well the V-Psy knows this and it is based upon how the person completed the Digital Couch[®] in the privacy of their own home. It compares their approach with that of over 1,000 senior executives and looks at many possible styles and biases and determines how close their style is to one it recognizes!

A RED Sign Indicate ISSUES	
Socially Covert	69%
Deny Motivation	13%
Deny Defenses	87%
Total Test TIME	44%
Ideal Employee	44%
Response Rate	81%
Response Variance	54%

This is another source of power. It looks at several major Dimensions and if it turns GREEN, it means that the person was probably "too truthful" or disclosing when they completed the Digital Couch[®]. If it turns RED, it is letting you know that it found some concern and just wants to let you know about it.

In the actual V-Psy, scores that it looks at and finds them to be within the normal range, it "whites them out" so you never see them. Now for the first time ever, you have an extremely sophisticated method to determine that all the psychological data that you are looking at comes from an honest or sincere test-taking effort or is their some distortion that you need to know about!

In addition, the Help is right there in the V-Psy! When any variable is visible, you just put the cursor over that variable and it gives you an explanation of what it means and what high and low scores imply about that person's overall approach. For example, suppose that the person had a very high **Socially Covert** score and it turns RED. You will find that the person has the ability (and uses it to his/her advantage) to change his/her personality on the spot. This may be okay if the person is in sales or poor if your culture wants bottom line people. However, the important point is that you will know this person is a "professional interviewer" and can "wow" you at will.

Go to any V-Psy, test drive the **PERSON Page** and you will be totally surprised at the level of Psychological detail that is available.

V. Viewing and Using the DYNAMIC Page

The **Dynamic Page** is the same in every V-Psy and holds the Dynamics and Defenses for each person. You can review the dynamics for any person if you are interested in seeing them but they are more complicated and the V-Psy knows how to use them. The **Executive-Insight** V-Psy actually uses the dynamics in its presentation so you can skip ahead and read about them if you have a strong interest in understanding Dynamic psychological behavior (usually only available to Ph.D. clinicians). In addition you can read about the relationships among Traits, Dynamics, Roles and Situations in the Manual for the Managerial Evaluation Profile. You can also get a thorough explanation from a paper entitled: Dynamics and Defenses – An Explanation.

The bottom line is as follows:

- 1) **Traits:** Behavior that you can often readily observe (e.g., aggressive, extraverted)
- 2) **Dynamics:** Underlying motivations “as to why” a person exhibits a trait. For example you may be aggressive because you 1) need to control others, 2) think you are smarter and need to tell others what to do, 3) want to protect the people you like. The dynamics usually give a more powerful reason for **WHY** people act the way they do.
- 3) **Defenses:** When your underlying motivations are thwarted or frustrated you exhibit defensive behavior. For example if you are aggressive and you are frustrated you may 1) become angry and show it, 2) become suspicious as to why others are trying to control you, 3) “shower the person with attention” so that they will not frustrate you in the future. The defenses combined with the dynamics tell the **WHY** and are very powerful predictors of behavior. The traits tell you the **WHAT** and are only descriptors.

Now that we understand that the psychological data from the Digital Couch[®] that is captured in the very powerful PERSON page and DYNAMICS Page, which drives every V-Psy; we are ready to look at each V-Psy and see what it actually does. However, before we look at the V-Psys, you can see how some of the data provided on the PERSON Page is the same data that is extracted from the Management Evaluation Profile or MEP (see the MEP Manual).

VI. The Integration of the Digital Couch[®] material

The full Management Evaluation Profile (MEP) from the Digital Couch[®] is integrated with the data in the V-Psy so you can move from one to the other and see the connections. The data for the V-Psy is the **30 Business Dimensions** that are a portion of the total data set that most “coworkers witness over a period of time in normal social interaction.” This data is useful in making selections (**TRY** V-Psy), seeing team dynamics (**GRID** V-Psy) or developing people (**DEVELOP** V-Psy). The MEP is 32 variables but focuses on more private and personal material that is very useful in upper management selection and executive coaching. The overlap between the two systems can be found in both sets of data, for example:

SECTION I: PROBLEM SOLVING (from the MEP)

- | | | | |
|---------------------------------------|-----|--|-----|
| 1. Task vs. Process (G-1) J/P* | AB% | 5. External Orientation | |
| 2. Imagination (G-3) | MM% | 6. Factual vs. Conceptual (G-2) | NN% |
| 3. Broad-minded | | S/N | |
| | | 7. Thinking vs. Feeling (G-2) | TT% |
| 4. Creativity (G-3) | CR% | T/F | |
| Intelligence | | 8A. Need for Closure - Duty | |
| | | 8B. Psychological closure need | |

This is the first group of variables from the Management Evaluation Profile (MEP) and you can see that the first variable is : **Task vs. Process (G-1) J/P***. The **G-1** behind the variable means it is the same score as the Business Dimension, **Task vs. Process on GRID 1** (see below). Likewise the **G-3** behind **Creativity** means that it is the same score as **Creativity on Grid 3**. The J/P behind the variable is the same as the J-P dimension (i.e., Judging versus Perceiving) on the Meyers Briggs®. From this information, you can see that 3 of the 4 Meyers Briggs® variables are really problem solving dimensions and not true personality dimensions.

<i>Section: Intellectual</i>		
GRID I	Problem Solving Style Task/Process Focus (PS-1)	xx% AB%
GRID II	Data Gathering (PS-6) Judgment (1-PS-7)	NN% TT%
GRID III	Imagination (PS-2) Creativity (PS-4)	MM% CR%

This is the first group of 6 Business Dimensions that make up the first 3 GRIDS on the **PERSON Page** that is used in all V-Psys. The Business Dimension, **Task/Process Focus (PS-1)** has a PS-1 behind it which means it is the same score as **Task vs. Process (G-1)** variable in the **MEP** and it is in the Problem Solving Section (PS) and it is the first (1) variable. Likewise **Data Gathering (PS-6)** is the same as variable 6 in the Problem Solving section and it is called **Factual versus Conceptual**. The letters that stand in for the scores (e.g., AB%, NN %) also allow you to see the connections between the two sets of variables.

The TRY V-Psy

PURPOSE: The **TRY V-Psy** or the **Person-Fit V-Psy** discovers how well any person fits with a predetermined Position.

HOW: It takes the **POSITION Profile** (First page) and compares what it expects to see for each Position with the person’s Psychological Profile found on the **PERSON Page** (Second Page).

RESULTS: You have two levels of results. (1) A thorough evaluation based upon the actual fit with a given position for each of the 30 Business Dimensions. (2) A bottom line fit (overall %) of that person with each of the **30** positions that the V-Psy describes.

OUTPUTS: In addition to the FIT page, you can print out two more one page reports. (1) How you can work with that person to develop sales/communication skills and (2) Management help.

Pages available in the TRY V-Psy:

1) POSITION Page: Has the same format as the **PERSON Page** but rather than having a score for the 30 Business Dimensions (BD), it has a range of expected behaviors. When you select the desired Position it changes all the BD's to what it expects to find for that position. If you print this page you have a "psychological profile" for what the V-Psy feels fits that particular Position.

The following **35** positions are preloaded into the POSITION Page:

(1) SALES	(2) TECHNICAL	(3) BRANCH	(7) Human Res.
1- General	5- Credit Analyst	10- Centralized	26- "Hard" HR Mgr.
2- Technical	6- Staff Engineer	11- Decentralized	27- "Soft" HR Mgr.
3- Service	7- Engineering Mgr.	12- Administrative	28- Staffing HR Mgr.
4- Business Dev.	8- R&D Engineer	13- Business Dev.	29- C&B HR Mgr.
	9- Program Engineer		30- Legal HR Mgr.
(4) CUSTOMER SER.	(5) PLANT / Mfg.	(6) STORE Mgmt.	(8) Nursing Mgmt.
14- General	18- Plant Manager	22- Team Orientated	31- General RN
15- Technical	19- P&IC or Staff	23- Entrepreneurial	32- Technical RN
16- Conflictual	20- Plant Engineer	24- Maintenance	33- People Mgmt.
17- CS Manager	21- Plant Supervisor	25- Turnaround	34- Technical Mgmt.
			35 – HC Technician

In addition you can "add you own position" directly into the V-Psy and see how the person fits with the "new" position that you define. This is very helpful if you want to make a totally new position or modify an existing position to meet your highly specific needs. You can also create and store a new position in the V-Psy and if you like, Management by Design can modify the entire V-Psy to make it consistent with what you want.

You can also enter an "M" into the position field and it will determine the overall fit with the **Vanilla personality** by changing all the variables to 50% and then using normative data.

Every time you change the position, the V-Psy modifies the target range of the 30 Business Dimensions and the **English statements** that define those Business Dimensions. You can also get a "printout" of HIGH, MEDIUM and LOW meanings by inserting an "H", "M" or an "L" into the selection box.

2) PERSON Page: The page that takes the data from the Digital Couch[®] and produces the Psychological Profile that drives all the V-Psys (Explanation above).

3) DYNAMIC Page: The page that takes the Dynamic data from the Digital Couch[®] and supports the Psychological Profile that drives all the V-Psy (Explanation above).

4) FIT Page: This page compares what the **TRY** V-Psy expects to find (i.e., from the POSITION page) from what it does find (i.e., from the PERSON page) and gives you the results.

It follows a similar format by looking at the 30 Business Dimensions (BD) and calculating for each BD how close it is to the expectation and then looks up its discrepancy and reports the number. It then adds the absolute values of all discrepancies in each of the 6 major groupings (e.g., Social style) and looks them up in a chart and reports how “close” they are relative to the normative data set. It also adds all the groupings and reports a final **FIT %** for that position.

In addition, whenever it detects that a candidate is “**OUT**” on a BD, it tells you exactly why based upon what it expected (e.g., Not confident enough, Does not pay attention to details). You can print this page and it gives you a one page summary of the person’s fit.

5) B-FIT Page: This page is the summary of all of the FITS, for each Position found in the **TRY** V-Psy. Sometimes you just want to “look down the list” and see what Positions are the **BEST FIT** (B-FIT) for that particular candidate or employee.

Not only is the Person’s **FIT** score for each of the **30** Positions available but rapidly you can see where he/she has an:

Excellent – Very Good – Good - Average – Fair - Poor – Very Poor :: FIT

In addition, it also establishes which of the two (out of 6) Major areas (e.g., Technical, Sales) the person has his/her best overall FIT. Between the two FIT pages, you can either drill down on the particulars of a single Position or see the broad overview of all **30** Positions at once.

6) Management HELP: This page produces a one page Report that gives the eventual user insight into how best to manage that person based upon his/her Personality Profile.

7) SALES HELP: This page produces a one page Report that gives the eventual user insight into how best help develop that person either from a sales perspective or from a communication perspective (i.e., help them improve their ability to “sell themselves”).

8) SUM: You can see on a single page the people contained in the V-Psy and some critical summary scores about their Styles. It gives the following information in tabular form:

- 1) **Test-taking Issues:** Time to take the test, Socially Covert bias, Ideal Employee bias, Image and Psychologically Overt scores.

- 2) **Major Traits:** Leadership, Management, Assertiveness, Confidence, Extraversion, Team Worker, Ease of Expression, Forceful and Task Focus.
- 3) **Major Dynamics:** The top 3 Dynamics of the potential 9 Dynamics
- 4) **Major Defenses:** The top 3 Defenses of the potential 9 Defenses

The IN V-Psy

PURPOSE: The IN V-Psy is used to handle two or more **Psychological Profiles** (the data from the **PERSON Page**) so you can compare individual styles or look at Team styles.

HOW: It takes the **Psychological Profile** of two or more people and produces: 1) A one page comparison (e.g., superior/subordinate 2 candidates) of those people or 2) Plots the scores of up to 12 Team members on 15 GRIDS so you can see where each Team member falls on each of the 15 **GRIDS**. Recall that 2 Business Dimensions form a GRID.

RESULTS: You have two different options. 1) A comparison of two people where you can see where they are similar and very different in Style. 2) A GRID that shows the spread of all the Team members (i.e., their scores) so you can see group dynamics or cultural dimensions.

OUTPUTS: In addition to the **Comparison** and **GRID** page, you can print out a “graphical presentation” of a person’s **Psychological Profile** for those who would rather work with a more graphical than a numerical presentation.

Pages available in the IN V-Psy:

1) PERSON Page: The page that takes the data from the Digital Couch[®] and produces the Psychological Profile that drives all the V-Psy (Explanation above).

2) DYNAMIC Page: The page that takes the Dynamic data from the Digital Couch[®] and supports the Psychological Profile that drives all the V-Psy (Explanation above).

3) Visual Page: The page is graphical rather than numerical presentation of the **Psychological Profile** that is produced by the Digital Couch[®].

88 23	Very Practical Process Driven	<p>-----></p> <p>-----></p>	Very Theoretical Task Driven
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For example, this is the graphical representation of the first two Business Dimensions (BD) which forms GRID 1 and the BD’s are the same as the numerical example on page 3. In the actual V-Psy you can see the GRID number and Business Dimension names. In the graphical

representation you can see the “meaning of the BD scores” with the LOW score (e.g., Very Practical) and the HIGH Score (e.g., Very Theoretical) defined at each end of a continuum.

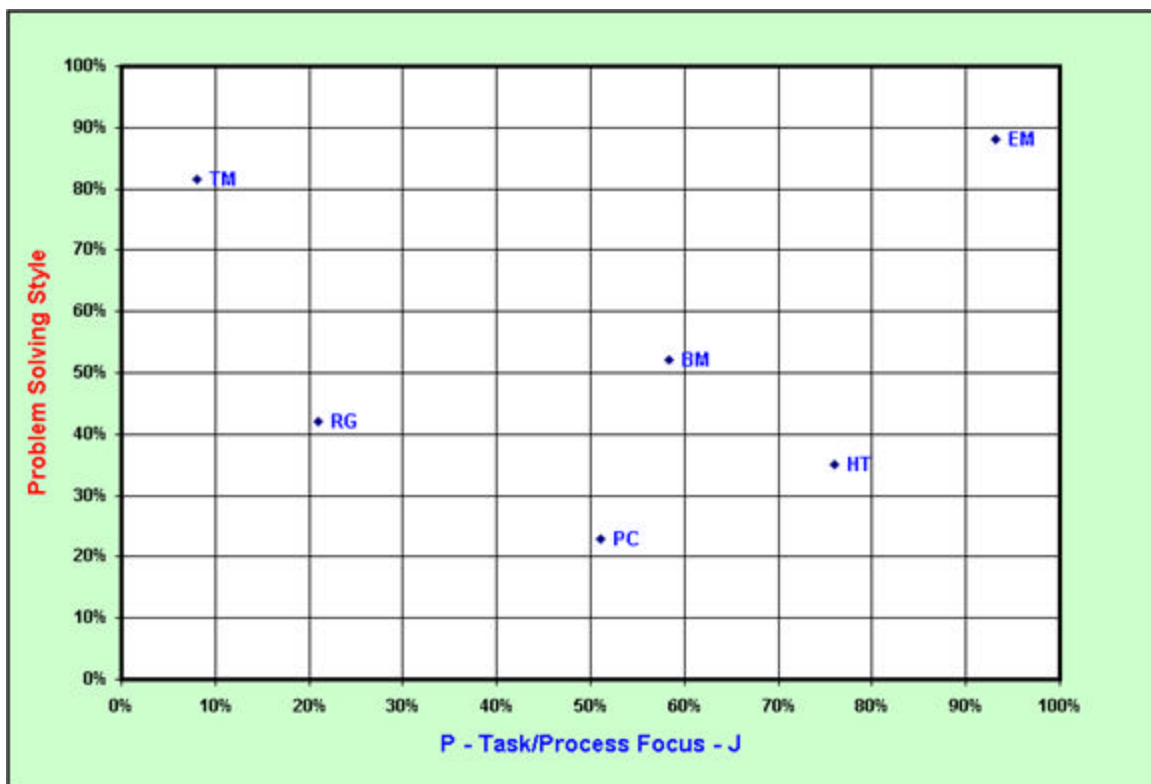
4) Compare Page: The page uses the same format as the above graphical page (i.e., Visual) but the user inputs any two people from the V-Psy. It compares their scores on each of the 30 Business Dimensions and “draws a line” where the 1) length indicates the magnitude of the difference and 2) the direction indicates which one of the two has the highest score on that BD.

5) GRIDS Page: The page is incredible in what it can do and is the strength of the V-Psy.

This powerful sheet lets you select any of the GRIDS which are based on the 15 pairs of Business Dimensions (e.g., Assertiveness versus Formality) listed under the **PERSON Page**. Each person’s score on those Business Dimensions is plotted on the GRID and labeled with his/her initials. In a single GRID, you can see where any person stands relative to the other Team members. This is very useful for seeing the following:

- 1) How does any one person compare to all others (FIT with Group or Culture)?
- 2) How “tight” are the scores in the Group (Close together = Culture trait)?
- 3) How much “scatter” is in the Group (Not a Culture trait, very diverse views)?
- 4) Are there “factions of employees” who seem to cluster together?
- 5) Do employees “break out by functional area? Is this a concern?
- 6) What do the GROUP Dynamics look like?

Here is an example of GRID 1 which is composed of the familiar Business Dimensions of 1- Problem Solving Style and 2- Task/Process Focus (6 Team Members are plotted).



This shows a high degree of “score scatter” so it is probably not a cultural value. However, if these were 6 actual Team members, you could draw many conclusions about both the TEAM and any individual relative to that TEAM on these Business Dimensions.

6) List Page: This is a LIST of the 15 pairs of Business Dimensions with a definition of each, as well as the meaning of a high and low score. If you wanted to find any Business Dimension, you can look it up on this list, find the GRID and input that GRID number into the V-Psy.

NOTE: Additionally, you may want to use the **DEVELOP V-Psy** or you can even get a hard copy of the **DEVELOPMENTAL MANUAL** which allows Human Resources or the person using the V-Psy to work with any of the Business Dimensions, which a person feels is misunderstood, may be causing concerns or is in need of development (See **DEVELOP V-Psy** in the last section).

7) SUM: You can see on one page the people who are in the V-Psy and some critical summary scores about their Styles. For a complete understanding of this page, review it under the **TRY V-Psy**.

The Executive - Insight V-Psy

PURPOSE: The **Executive - Insight V-Psy** is used to obtain a much better understanding of the styles of Senior Managers. Rather than just relying on the **Psychological Profiles** (the data from the **PERSON Page**) it focuses on the **DYNAMICS** as the primary source of information.

HOW: It uses the **Psychological Profile** and the **DYNAMICS** (see page 5). First it establishes what dynamics drive the behavior and then it uses the Trait data to “refine the Dynamic view” in terms of how those dynamics manifest in everyday behavior.

RESULTS: You have three different options: 1) a complex **INSIGHT** page that works its way through all the dynamics and highlights its findings. It gives a significant amount of detail and has plenty of imbedded HELP. 2) a **VISUAL** page which shows all the Dynamics and Defenses in a graphical format so you can actually “see” the person’s underlying structure. 2) an **INSIGHT Help** page that gives a 1 page summary about what it found (limited detail, just the bottom line).

OUTPUTS: In addition to the INSIGHT and INSIGHT HELP page, you can print a one page Management help report that makes suggestions on how to “manage the manager.”

Pages available in the Executive - Insight V-Psy:

1) PERSON Page: The page that takes the data from the Digital Couch[®] and produces the Psychological Profile that drives all the V-Psys (Explanation above).

DYNAMIC Page: The page that takes the Dynamic data from the Digital Couch® but since it is going to expand the Dynamics, this page is not visible in the V-Psy.

2) INSIGHT Page: This is the actual Dynamics and their Defenses categorized by their major impact area. It looks at the Dynamics and Defenses and then the associated Traits.

Basically you have the following Dynamic/Defense Structure:

Stage or Major Impact	DYNAMICS	DEFENSES
Dynamic/Defense Type	(8 below + Performer)	(8 below + Impulsive)
Intellectual Stage		
Power	1- Theoretician	1- Obsessive
Support	2- Aesthete	2- Withdrawal
Personality Stage		
Power	3- Egoist	3- Suspicion
Support	4- Relating	4- Suffocating
Social Stage		
Power	5- Leader	5- Anger
Support	6- Loyalist	6- Anxiety
Management Stage		
Power	7- Manager	7- Compulsive
Support	8- Mediator	8- Passive-Aggressive

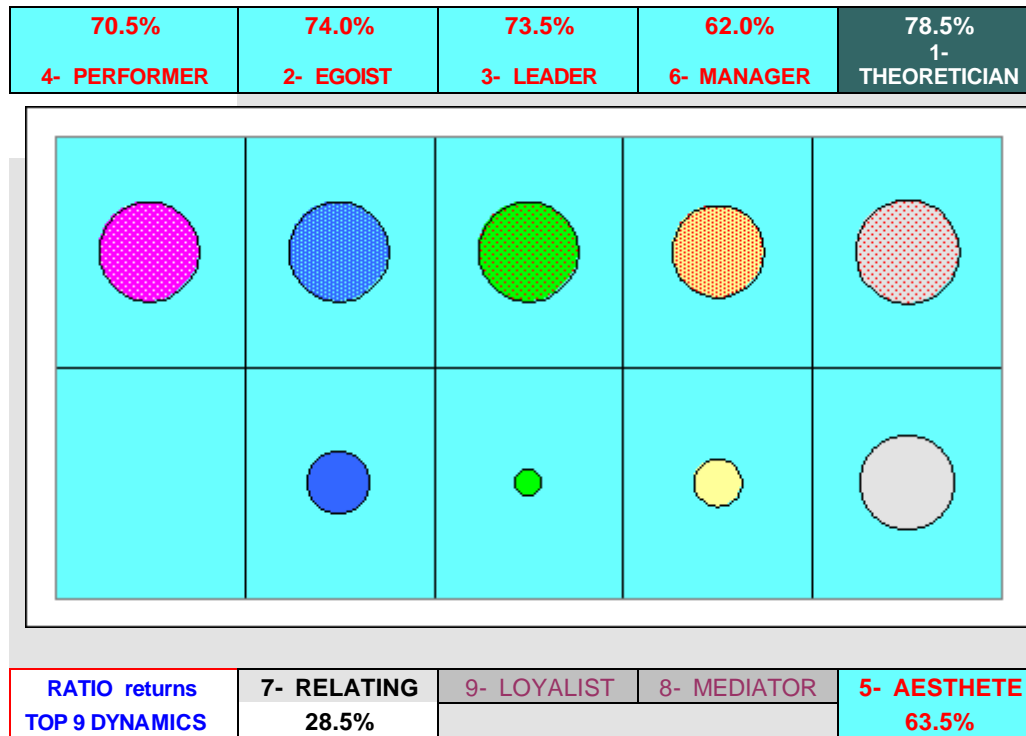
This is quite complicated but you can pick your level of complexity based upon you Knowledge and Need to understand any employee. If you want to “work with” and control the data, stay on the **Insight** or **Visual Page**. If you just want the bottom line, or a plain English version move to the **Insight Help** where you get a one page summary that gives you the major issues.

As stated on page 5, under the Dynamic page discussion:

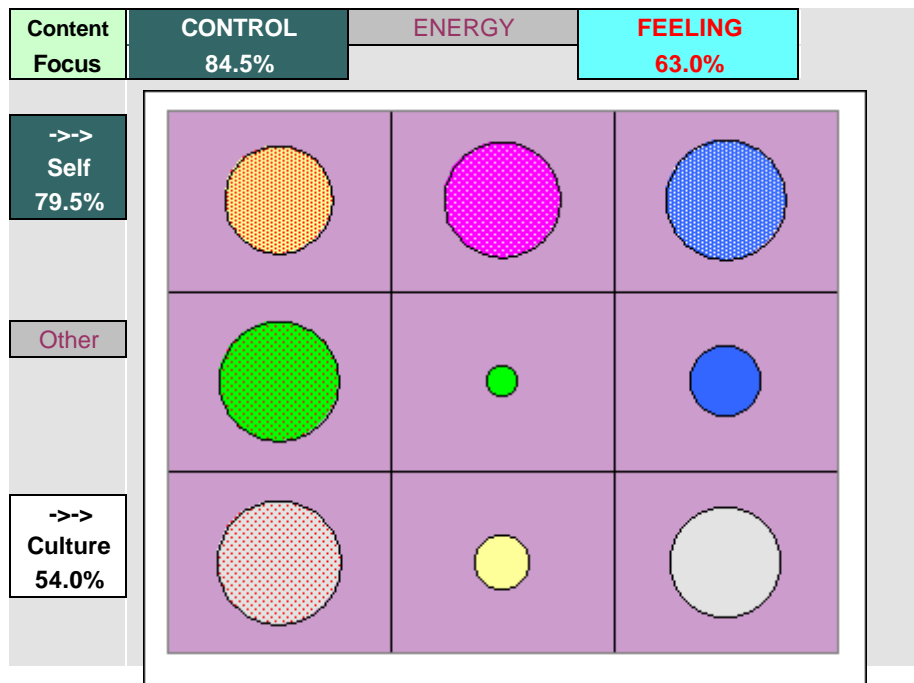
The **Executive-Insight** V-Psy actually uses the dynamics in its presentation so you can skip ahead and read about them if you have a strong interest. In addition you can read about the relationship among Traits, Dynamics, Roles and Situations in the Manual for the Managerial Evaluation Profile. You can also get a thorough explanation from a paper entitled: Dynamics and Defenses – An Explanation.

In the actual **Executive-Insight** V-Psy there is an incredible amount of help that explains every Stage, Dynamic, and Defense. In addition, in Cell M-1, there is a number called the **Behavior Driver** which tells how much of a person’s behavior is driven by their Dynamics. By putting the cursor over that number you can read a 1 page paper on the relationship between all the variables. In essence it is the paper entitled, Traits, Dynamics, Roles and Situations.

3) VISUAL Page: This is the visual Dynamics and Defenses categorized by their Developmental sequence and their Form/Content relationships. It is very complicated but there is constant embedded help and all you have to do is put the cursor over any area you wish to discover.



This is the first view which is the Developmental sequence where the earliest dynamics are on the left and the latter dynamics are on the right. This is all of the Dynamics (Defenses would look the same) but you can limit the number that you want to see (e.g., show me the top 4). The best way to learn how to use this extremely powerful page is to play with it.



Total Amount 100%	
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This is the second view which is the Form/Content relationships among the Dynamics. Both of these views are in the **Executive-Insight V-Psy** side by side, so depending upon what you want to understand, this would dictate your view.

4) INSIGHT Help Page: This is the “English summary” of the person’s Dynamics and Defenses in each of the four areas of: (1) Intellectual (2) Personality (3) Social (4) Management.

5) Management HELP: This page produces a one page Report that gives the eventual user insight into how best to manage that person based upon his/her Profile.

The IN V-Psy (Development)

PURPOSE: The IN V-Psy takes the data from the **Psychological Profile** (the data from the **PERSON Page**) and lets the user work with that data from a developmental perspective.

HOW: It uses the **Psychological Profile** and either plots the scores on a GRID and tells what it means to be in that quadrant or you can work with individual Business Dimensions.

RESULTS: You have two different options: 1) a **GRID** page where you can see the meaning of being in a quadrant or find out about what is good/bad. 2) a **Dimension** page that covers each Business Dimension in detail.

Note: The second part of this V-Psy is also available in a 30+ page hard copy Manual because you do not need the V-Psy to run the Dimension page. Some people prefer to have the hard copy Manual so they can use it to better understand all the Business Dimensions (see what this contains below).

Pages available in the IN V-Psy (Development):

1) PERSON Page: The page that takes the data from the Digital Couch[®] and produces the Psychological Profile that drives all the V-Psy (Explanation above).

2) GRID Page: The page looks just like the GRIDS (see page 9). You can flip through the 15 GRIDS and see where any person’s scores are plotted. You have two options for viewing the data that are accessed by a toggle switch:

- 1) **MEANING:** What it means to have a score in that particular portion of the GRID. For example using the scores of the above person (see page 3 where Problem Solving = 88% and Task/Process Focus = 23%) you see the following statement in the GRID:

High involvement in why people respond and react the way they do. Often they emphasize finding ways to streamline the interaction among people. They look to intuition and values to guide their problem solving (Facilitator).

You immediately have an idea of what it is like to be in that portion of the GRID.

- 2) **HELP**: What help may be beneficial in working with the person whose score is in that particular portion of the GRID. Using the above example you see the following:

Help structure the task in terms of time limits and resource utilization. They are very good at understanding complex social reactions but may get bogged down in process or social issues.

You immediately have an idea of what HELP may be appropriate when a person's scores are found in that portion of the GRID.

3) Dimension Page: The page takes each of the 30 Business Dimensions and gives the following level of detail for each BD (example is Task/Process Focus):

Definition: Need to focus on the Task (Results) or Process (How you do things) in solving problems.

High Scores: Focus on the TASK (ENDS or Results Driven) and neglect the Process.
Low Scores: Focus on the PROCESS (MEANS or "How" Driven) and neglect the Task.

Manifestation: People who have high scores show primary interest in getting the job done and don't care how, who is present, or even if they create fallout. People with low scores are more sensitive to how they get the job done, who is included and the resources used but they may not focus on getting the job done in a timely fashion.

HIGH Scores have following (Dis) Advantages - Low scores opposite

Advantages: They are good at getting the job done, reaching rapid closure and just "plain solving the problem". They are seldom restrained by social or organizational limits (or expectations) since their primary thrust is to do the job, feel a sense of accomplishment and "see that the solution works".

Disadvantages: They dislike being constrained by social (don't run over people) and organizational expectations (you need to consult with ...). They may get the job completed and use minimal resources but they can create company fallout and others may find them difficult to work with (for). They often seem oblivious to managerial input regarding "how they might proceed" in getting the job done.

Typical Positions/Styles

Highs: Turnaround managers, Engineers, Accounting (by the numbers) driven managers

Lows: Strong participatory leaders, Marketing and Human Resource managers,

Development for HIGH and Low Scores

High: Help them see that while their drive to get the job done is commendable, they may run over others, unintentionally ruin the morale of the team or may create a lack of commitment and enthusiasm in their subordinates. If they can also look at "How they get the job done" as part of their task (e.g., you need to involve others, create commitment, develop subordinates) they often do much better, their peers report better relationships and they are more widely appreciated. Overall, they do better in highly results-driven cultures and tend to bomb as the need for participation increases.

Low: Let them understand that their concern for the process and need to involve others is positive but they need to establish tighter controls on time, money and other resource utilization. By helping them better structure their approach to complex projects, "Staying with the plan" and using meetings in a more "results oriented fashion" (e.g., agenda and accomplishments) they usually feel more positive about their contribution.

The **KEY** for both Highs and Lows is to read the situation and maintain a Balance. Just because you prefer Task or Process, the important thing is what does the specific situation demand.

4) List Page: This is a LIST of the 15 pairs of Business Dimensions with a definition of each, as well as the meaning of a high and low score. If you wanted to find any Business Dimension, you can look it up on this list, find the GRID or the Business Dimension and input that GRID or BD number into the V-Psy.

SUMMARY

- Each V-Psy uses the data from the Digital Couch[®]
- Each V-Psy uses the Psychological Profile (PERSON Page) and/or DYNAMIC Page
- Using that Psychological Profile, each V-Psy performs a specific function:
 - Selection for a Position
 - Display of Team Dynamics or Comparison of 2 Profiles
 - Analysis of Underlying Dynamics/Defenses of senior managers
 - Development of the person using Digital Couch[®] data
- Each V-Psy can stand alone but all V-Psys use the same data
- All V-Psys have imbedded **HELP** and **DEFINITIONS**
- All V-Psy allow you to control the level of your detail. For example, in the **TRY** V-Psy you can get the bottom line of a candidate's FIT with a particular Position (e.g., His FIT is 78% with General Sales) or you can find out where he fit in every major Section (6 of them) or on every Business Dimension (30 of them).

You have another choice. You can bypass all of the V-Psy that do most of the work for you and go directly to the **Management Evaluation Profile (MEP)**. (See the Manual on the MEP)

Using the **Management Evaluation Profile** you can work directly with the data from the Digital Couch[©] and make your own 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 V-Psy help you!

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

Digital Couch[©]

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