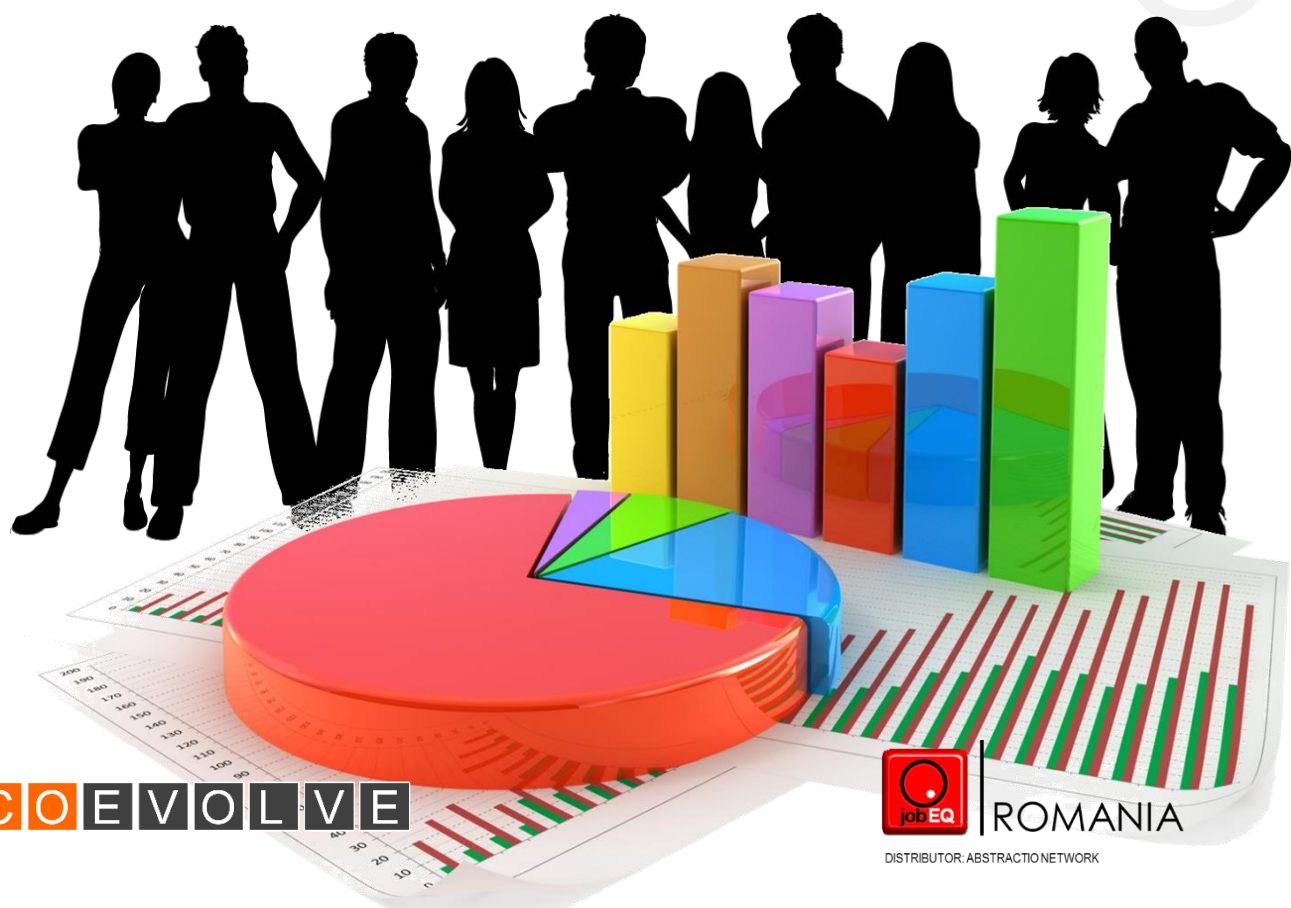


# Upgrade to Excellence

Values Motivations Attitude



# A Applied M Modeling P Performance

amp.ro

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CoEvolve Romania – Human excellence research & development organization is ITA NLP Certifying Institute and JobEQ's IWAM, VSQ & COMET distributor in Romania.

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**COEVOLVE**

Human Excellence Research & Development Organization



# Applied Modeling Performance (AMP) Upgrade to Excellence

In Entrepreneurial & Career Excellence you can exceed expectations now, easy, rapidly and cost effective.

1. First we help you measure what motivates people to high-perform and how do they reach their higher levels of success (iWAM & VSQ online assessments).
2. Second we identify and design models of excellence based on team top performers assessments and your goals.
3. And we use these models to upgrade human resources (training, coaching, mentoring) towards personal & team excellence, as planned.

**ROI Explicit.**  
**Measurable and Accurate.**  
**70:20:10 Learning Framework.**  
**Predictable, Effective, Sustainable.**

*Depending on your needs, AMP provides a variety of services to improve your business and career. Our customers trust in the fact that AMP offers the most reliable, objective tools available, and our partners count on us to be there for them to assist with the tools in any way we can. The question here is not what solutions do we offer, nor even which results we obtained. The real question is...*

## WHAT DOES YOUR ORGANIZATION NEED?

**Model of Excellence** - *The Model of Excellence is one of our most popular tools. This tool uses the AMP questionnaires to objectively profile an organization's top performers. You will discover exactly what traits separate the top performers in a particular organization. This will improve the hiring process, management techniques, and most importantly how the team performs.*

**Recruitment** - *Personnel decisions are too important to be unsure about. We offer fast, cost-effective tools to evaluate work attitudes and motivations, Emotional Intelligence, values, and more. AMP makes it possible to really hire for attitude. Our reports can rank job candidates according to their potential to become a high performer. They can sort the attitudes most important to a person. They can compare candidates or teams of employees.*

**Training & Coaching** - *There are a couple ways we can improve coaching. After a person takes one of our tests, you will get a detailed feedback report, which describes the person's attitudes, motivations, Emotional Intelligence, and/or values. The AMP reports will tell you what specific words will motivate that person, and what type of work environment will predict their success.*

**Assessment** - *Whether you're evaluating current employees or job candidates; if a division is expanding or the company just underwent a merger...you need accurate, objective tools to make the important decisions about personnel. AMP offers you the ability to assess and increase Emotional Intelligence in the workplace with a series of questionnaires. The AMP tools are customizable, scalable, cost-effective, and the results come at the speed of the Internet.*

**Teambuilding Excellence** - *When building a team, one needs to manage diversity by building a complementary group of persons with different attitudes and work approaches, and helping this group to overcome their differences. The iWAM reports will show how complementary team members are and how each of them can be motivated and coached. We can also provide side-by-side comparisons of employees or entire teams.*

**Outplacement** - *After several years of loyal service, it's hard to hear one has to leave a company. The iWAM tools can help individuals to give a new direction to their careers, by teaching people to identify and focus on their strengths and work on their weaknesses. It also teaches you to analyze motivations and attitudes, so you can discover what the perfect working environment would be for each individual. Find out which products will help your organization.*

**Research** - *AMP's tools also have proven value in the academic world. Our questionnaires have been used in a number of research projects and Masters dissertations for universities. You can see for yourself some of the unexpected findings in the Research dept.*



"Excellence and the highest levels of performance in the arts, sciences, sports and business, etc. have always been an object of fascination to both scientists and people. Only during the last 20 years have scientists studied these levels of performance in the laboratory in order to identify their mediating mechanisms. Contrary to the common belief (that only innate talents are the critical factors for exceptional performance), researchers have found that acquired skills, knowledge, and physiological flexible adaptations in response to intense practice are the primary mechanisms, mediating the highest levels of performance." - *Karl Anders Ericsson, The Road To Excellence.*



# ABOUT US

## COEVOLVE

Human Excellence Research & Development Organization

CoEvolve este o asociatie non profit axata pe cercetare si educatie in domeniul dezvoltarii si evolutiei umane. Avand parteneriate cu institute similare din Anglia, Belgia, China si Statele Unite, CoEvolve militeaza prin proiectele sale pentru configurarea si consolidarea unei societati axate pe libertate de alegere si acces la resurse, cunoastere universala, competenta si valoare individuala si comunitara.

### INSTITUTII, PROGRAME SI PROIECTE

**ACADEMIA NLP ROMANIA:** Primul Institut de Certificare Internationala NLP din Romania, autorizat ITANLP si dr. John Grinder / Carmen Bostic St. Claire. Specializat in educatie si cercetare, modele si modelarea excelentei umane.

**ADVANCED MINDSET PROFILING:** Institut de testare, modelare si dezvoltare a excelentei in afaceri. Districtul national iWAM, VSQ COMET in parteneriat cu JobEQ Belgia.

**BEING BETTER YOU:** Platforma ONLINE & LIVE de dezvoltare personala accesibila pentru toata lumea.

**112CORPORATE:** Program de Consultanta in Afaceri si aplicatii ale Modelelor de Excelenta din Business.

**@COACH:** Program de executive & life coaching derulat online si live in Bucuresti si Transilvania.

**JOB EQ ROMANIA:** Program de Talent Management & Recruitment bazat pe cercetarile si precizia iWAM si VSQ.

### EXPERTIZA SI PROIECTE

Peste 20 de ani in training, coaching, consultanta in sales, marketing, business analysis & management, HR.

Proiecte corporatiste de succes in Comunicare, PR & Advertising. Business Management, Inovare si Schimbare Organizationala, IT, Mental Training, Public Communication, Economie, Resurse Umane, Educatie, Artele Spectacolului, Gambling, Sport, Creativitate, etc.

Proiecte R&D si L&D in performanta si excelenta umana in familie, societate sau in business.

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# INVENTORY FOR WORK ATTITUDE & MOTIVATION



The Inventory for Work Attitude & Motivation (iWAM) is a questionnaire used for job-related activities, such as recruitment, coaching and training projects. It is based on metaprograms, a model of cognitive thinking styles (48 parameters are measured and explained). The iWAM Management Report identifies a person's motivational and attitude preferences in the job context and predicts how this person will behave in various job types, such as administrative, customer contact or managerial tasks. The iWAM Attitude Sorter predicts key motivational preferences and development areas. The questionnaire can be administered over the Internet or as a pen-and-paper test. The iWAM is currently available in more than 15 languages. Test administration takes 25 to 45 minutes.

iWAM is our most popular product for a reason. Not only has it been used to get great results in various HRM application domains, such as recruiting, coaching & mentoring, management and team-building, but it's also founded on solid research. Check out our Research page to learn about the background of the test, and the thorough research that our products are based on.

## WHAT CAN IWAM PROVIDE FOR YOUR ORGANIZATION?

**EFFICIENCY:** Sometimes the moment a candidate walks into the door you get this feeling that the interview might be a waste of time both for you and the candidate. Since iWAM is available on the Internet, it saves you time by testing people even before inviting them for an interview.

**RELIABILITY:** Accurate research is our priority. iWAM has been designed to eliminate test falsification, and several universities have been working with us on the validation of the tool.

**LOW COST:** iWAM is available at a fraction of the cost of other evaluation models with comparable features. This is made possible by the online nature of the test, and our commitment to customer satisfaction. Get the proof on our Quote.

**SPEED:** Why waste time with unnecessary interviews? With AMP & jobEQ, you get access to a protected online HR environment, where you can invite candidates, print an individual's report immediately after the test was taken, and follow up the candidates by e-mail.

**FLEXIBILITY:** The iWAM management report can also be used as a management and teambuilding tool. The report indicates how persons will react as manager, in an administrative function or in a customer-oriented function. It even indicates what kind of language will motivate the person.

## IWAM 48 METAPROGRAM PATTERNS

The term “metaprogramming” was actually coined by Dr. John Lilly, who wrote the book *Programming and Metaprogramming the Human Biocomputer*.

The term “metaprogramming” implies that the human mind (or biocomputer, as Lilly calls it), can be programmed. That is, that it is constantly and continuously running a complex set of programs which are managing all aspects of the organism’s existence. There are programs which keep your heart running. There are programs which control your oxygen intake and consumption. There are programs which monitor your energy reserves and generate requests for nourishment that you experience as “hunger”. There are programs which control the complex dance of coordinating muscular and skeletal movements as you walk. Many of these programs are “hardwired”, that is to say, they come with the original equipment and don’t require any kind of learning. Other of these programs require a significant amount of learning before you can run them, although the hardware comes ready to run them. Walking for example. Or any temporal spacial location reflexes. If you watch a baby exploring the space around it, you can see it developing basic motion/location reflexes. Learning to walk is an excellent example. Humans are designed to walk upright, on two legs. But it requires a good two years of training to get it right, to get most of the bugs out of the complex calculations necessary to coordinate location and balance inputs with muscular-skeletal outputs. Then there are the more complicated programs which must be learned: language, symbol manipulation, social interactions, science, business, art, etc.

At some point, the organism must learn how to learn. This is metaprogramming: the program which enables the organism to orchestrate the vast numbers of subordinate programs, develop new programs, and coordinate the interactions between them. There are likely many metaprograms as well. Different styles of learning, for example. Somewhere in this sea of metaprograms arises a particular set of metaprograms which represent the self. These are usually referred to as ‘I’ when acting on other metaprograms, and ‘me’ when being acted upon by other metaprograms. Lilly calls this the ‘self-metaprogrammer’. Beyond these metaprograms, there may be other controls and controllers in the hierarchy, which Lilly labels ‘supra self metaprograms’.

Metaprograms are the series of mental filters which determine how one behaves based on how one thinks and what one pays attention to during observation. For instance: Do you focus on the information or on people? Do you like to look at the big picture or are you a detail-minded person?

Among other things, metaprograms can be used to determine whether a person will be motivated by certain jobs, environments, or input. This is the reason that measuring metaprograms can be useful during recruitment, coaching, and training people and for upgrading teams and individuals to high performance models of excellence in entrepreneurial and business work environment.

## 16 OPERATIONAL FACTORS

The first 16 scales, the operational factors, are presented as binary patterns. For each pair, the first scale is explained in normal type. The other scale is shown in *italics*.

OF1: Action Level: This person has a tendency to initiate. This person has a lot of patience.

OF2: Action Direction: This person has a capability to remain focused on a goal and maintain that focus over time. This person is motivated by finding and correcting problems.

OF3: Evaluation Reference: This person wants to decide for themselves. They provide their own motivation. This person prefers to get the advice and opinions of others.

OF4: Task Attitude: This person is always looking for a better way; an alternative. This person is highly efficient when following procedures.

OF5: Task Orientation (Scope): This person works with and thinks about large 'chunks' of information. This person is detail oriented.

OF6: Communication Sort (Interaction): This person is focused on nonverbal communication. This person is focused on the content of the message itself.

OF7: Work Environment Type: This person wants to work with people around. They want to work alone.

OF8: Work Assignment Type: These people want sole responsibility for the work they perform. This person wants to share the responsibility with others, and prefers team projects.

### 3 SORTING PATTERNS

The relationship sorting patterns indicate:

So1: Sameness: This person wants everything to remain the same.

So2: Evolution: This person wants things to evolve over time, and adapts to change easily.

So3: Difference: This person must have change.

### 3 WORK APPROACH PATTERNS

The work approach indicates how one distributes the available time and energy over the following kinds of tasks:

Wa1: Use: This person simply begins the task; they work best when they can get the first step out of the way immediately.

Wa2: Concept: This person completely develops an idea or theory; needs time to think things through.

Wa3: Structure: This person organizes the resources; establishes lists and identifies the connections

### 3 TEMPORAL PROCESSING PATTERNS

The Temporal Processing patterns indicate how persons are oriented when thinking about time.

TP1:Past: This person concentrates on the past and uses experience to help make decisions.

TP2:Present: This person concentrates on the present, the 'now' and tends to be practical.

TP3:Future: This person concentrates on the future and tends to be a dreamer.

### 3 MOTIVATIONAL CRITERIA

McClelland's Motivational Criteria: Is this person motivated by these three factors?

Mo1: Power: This person is motivated by situations where they have power, authority, and control over people and things.

Mo2: Popularity: This person is motivated by situations where people like them, they can participate in taking care of other people, and they can be a part of the group.

Mo3: Performance: (synonym: Achievement) This person is motivated by situations where they can achieve. They want to be noticed for what they have achieved.

### 4 NORMING PATTERNS

The Norming Patterns are related to the 'unwritten rules' for the culture. How do people interact and what is expected of each other. We indicate the high end of the scale in regular type and the low end of the scale in italics.

N1: Assertive: people know the policies and rules and are willing and able to tell others know what they should do. Low on scale: They are not ready to tell others what to do.

N2: Indifferent: people have rules for their own lives, and these people don't involve themselves in other people's work habits. of other people. Low on scale: They care about others, and are concerned about other people's actions at work.

N3: Complacent: They are willing to follow the rules and policies of the organization. When they know the rules, they are excellent examples of what the rules define as good conduct. Low on scale: They do not feel the need to conform to the organization's rules.

N4: Tolerant: people know the rules and policies for themselves but do not feel it is appropriate for them to impose those rules on others. Low on scale: They are intolerant of the actions of others.

### 8 CONVINCERS

The following 8 patterns indicate how a person is convinced. The first four represent the channels by which they gather information, and the second four are related to how the person massages that data to be convinced.

Co1: See: people must be able to see something to get convinced.

Co2: Hear: people must hear how, or hear about something in order to be convinced.

Co3: Read: people must read information or instructions to become convinced.

Co4: Do: people must actually do it in order to be convinced about something.

Co5: Number of Examples: people must have the data a particular number of times for them to be convinced.

Co6: Automatic: people only need a small amount or even partial information and they quickly project the rest of the information. Then, they decide based on what their projections.

Co7: Consistent: people are never quite convinced. They need to get information every single time to remain somewhat convinced.

Co8: Period of Time: people need to have the data remain consistent for period of time for them to be convinced.

## 8 INTEREST FILTERS

The Interest Filters of the person indicate what the person needs to work with or manipulate to feel successful. It is what must be in the environment.

IF1: People: A High People person works best with people and their feelings.

IF2: Tools: A High Tools person works best with tangible tools and instruments.

IF3: Systems: A High Systems person works best with the process of things.

IF4: Information: A High Information person works best with facts and knowledge.

IF5: Money: A High Money person is concerned about money and keeping score.

IF6: Place: A High Place person is concerned about the geographic or social/political position.

IF7: Time: A High Time person is concerned about allotting time and keeping schedule

IF8: Activity: A High Activity person focuses on activity and needs to manipulate activities.



# EXAMPLES: USEFUL METAPROGRAMS FOR MANAGERS

## IN GENERAL

OF1: Proactivity: making things happen, fast reaction on events – even if they meet resistance (cfr. Internal reference)

OF2: Goal orientation (unless the department to manage is a problem oriented (helpdesk, service department, ...))

OF3: Internal Reference: the manager must know what needs to be done (they pay more attention to their own criteria for success than other's people's opinions, and may have to guide people that are mainly external reference (as is the case in some sales departments, customer service departments, etc). Some external reference may be useful in order to listen to what other have to say, and to understand that externally referenced people like to have feedback

OF4: Options oriented: this should be the main focus, in order to be able to organize the procedures for others (more interest in finding the best way of doing something than in following the existing procedure or method). For some departments, though, some procedure orientation may be useful to (e.g. in a bank, a minimum set of procedures will have to be followed)

OF5: Big Picture: understand the big idea's, have the overview, but with the ability to chunk it down for the people reporting to them.

OF7: Independent work environment / OF8: independent responsibility: unless the manager is working in the middle of his team, he will probably have a separate office. A manager should also be willing to take sole responsibility, even for the work done by his team (real team doesn't have a manager)

SO2: Sorts for Evolution: interesting pattern for most managerial tasks where continuity is important – fits with the idea of continuous improvement and quality management / Sorting for Different and new ideas: typical for innovators & entrepreneurs.

WA3: Work approach: structure: organizing the work – to much "use" may mean the manager is too much motivated by doing things on their own, instead of delegating

TP3: Future: especially the entrepreneurial types and innovators ask themselves "How do we get there" rather than "where do we come from and what have we learned from past experience?" / TP2-Present: some sense of here and now for hand-on (first line) management

Co7: Convincer Strategy: Consistent: is advantageous to some degree, because it will mean that the manager will keep checking the work / automatic is a counter-indication

N1: Rule structure: Assertive A manager should be able and willing to tell others how to behave, and complacent being the kind of person the organization needs is useful to (certainly for a first line manager in a larger organization) / tolerance will be more of a counter indication, unless the environment is a small enterprise, of a start-up type of environment.

IF1 & IF8: Interest Filters: a combination of task & people: the person must be enough task oriented to get the work done, and enough people oriented if there is a need to be a people manager (lack of people

orientation will lead to a rough atmosphere (too much people orientation may lead to difficulties to take decisions involving people).

*Note: HR: more reactivity desired that sales (you want to be fast to react to a customer's demand, you want to be slow while doing an overhaul of the HR guidelines, practices and pay structure of a company, and be sure to think through all consequences)*

## EXAMPLES: USEFUL METAPROGRAMS FOR CONSULTANTS

OF1P: Enough proactivity to initiate a project based on a (vague) demand, enough reactivity to consider enough elements in your solution.

OF2P: Goal orientation: getting a clear outcome with the customer & delivering on that outcome

OF3P: Internal reference: presenting a solution based on internal criteria (while having enough external reference to take into account a customer's criteria)

OF4P: Options oriented: a consultant needs to think out several alternatives, choose the best one and eventually invent new procedures for others to do.

OF5P: Big Picture: unless the task is the implementation, a consultant is often called to see through the trees depending

OF7M: Independent work environment / OF8P: independent responsibility: unless the consultant is working in an implementation team, a consultant will often work on his own, and will have sole responsibility. Working with the door closed may be more productive.

So3: Sorts for difference: a consultant is called in to "make the difference", to change something, to bring in new trends / however, it's useful for a consultant to know about sameness and gradual evolution (as a change management skill in order to make rapport with the 90% of people that aren't focusing on difference)

WA: Work approach: concept: unless that implementation is the task, the main focus of the consultant should be conceptual thinking. In pure consulting, the organization and the implementation (doing) are left to the customer. A consultant who is a team manager must spend enough time on the structure side. A consultant who does implementation may be use-oriented.

TP3: Timeframe: Future orientation: only makes reference to the past to gather enough information in order to prepare for the future. The vision for the future is what is the prime element of consulting work (again, unless the consultant is part of an implementation team, where the focus may be more on the present: the here and now)

CO6: Convincer strategy: Automatic Convincer mode: gathers a limited amount of information and is able to come to a conclusion quickly

N4: Rule structure: Tolerant: a consultant is not the person to tell others how to act, and should be willing to accept that different rules are valid for different persons.

IF1-8: Interest Filters: first preference: the cluster task/information/system should be present: gathering information to come to a conclusion. The consultant should also be able to pay attention to timing (deadlines) and money (budgets). However, people skills are also important in many consulting tasks, so either some people orientation, or at least the ability to switch to that pattern are welcome.

# VALUE SYSTEMS TESTING & CULTURAL RESEARCH



Cultural fit is the third pillar of AMP & jobEQ's testing suite, and we measure it with the VSQ. The test was built on the foundation of human values and culture research.

Essentially, the VSQ measures three things:

## VALUE SYSTEMS:

8 patterns of value systems that help determine what decisions you make.

They determine how you see the world, what you value and how you cope with the challenges you have to face.

(based on the work of Clare W. Graves, Don Beck & Christopher Cowan)

## VALUE HIERARCHY:

A ranking of the most important values for an individual

(inspired by Nietzsche)

## SOCIAL PATTERN VARIABLES:

10 patterns originally proposed by Talcott Parsons and often used in cultural and social research

(e.g. Trompenaars, Hampden-Turner, Hofstede, ...)

# MEASURING VALUES & BELIEVE SYSTEMS (VSQ)

This is an explanation of the 8 patterns of value systems and the 10 social pattern variables that the VSQ measures. As with all jobEQ tools, each variable is measured separately (instead of a “one or the other” dichotomy), so the VSQ gives you the most information about an individual. Here are the variables:

## GRAVES' VALUE SYSTEMS

According to the book “Spiral Dynamics”, by Clare Graves' students Don Beck & Christopher Cowan (1996), we can witness the following value systems in different contexts. The examples here often indicate the extreme examples, and the reality is usually more moderate.

**Survival (Beige)** – At this first level we are focused on the bare necessities to survive. Finding food and shelter come to mind. There is little attention for other people. There is only room for the basic emotions of anger, fear, disgust sadness and gratification. While this level is present in all of us, people generally operate at a higher level.

**Safety (Purple)** – This level is more concerned with finding a safe mode of living in a world which is seen as unpredictable and unsafe. When this values system prevails, people form more closed groups within their own culture and preserving traditions is seen as important.

**Power (Red)** – This level is about expressing oneself. It is typified by the warrior who values power and glory and is on a quest of heroic status. Survival of the fittest is the common theme.

**Obedience (Blue)** – This is about discipline and law, searching for a world order, an everlasting peace. However, there is a catch: its style of thinking is absolutist: there is only one truth and peace can only seem to be obtained by making sure everyone adheres to that truth. In these cultures there is a strict hierarchy where one is obedient to those higher up.

**Success (Orange)** – This is about the Scientific-Materialistic value system which focuses on the material fulfillment here and now. This level is also very much about competition. This often translates into business spirit and scientific challenges. The challenge is seen as “making it this life,” reaching status, and keeping up with the Joneses. Instead of discipline and law, it's money that really rules the world.

**Friends (Green)** – This is about a pluralistic, egalitarian, relativistic and subjectivist world view. The person becomes socio-centric, searching for a personal fulfillment, coming to peace with their own inner self and being accepted by others. Progress and profit can be dangerous if not well-managed. Harmony, equality and social acceptance are key values, as is self-realization.

**Function (Yellow)** – This is about systems thinking. One searches for integrated living, trying to find a balance between one's own needs and the needs of others. The person thinks in terms of competence, they see authority as contextual, based on expertise. The world becomes an information-based society, where individual competence, as well as flexibility to adapt to circumstances, determine your quality of life. You are open to learning at any time and from any source. Freedom and autonomy are important, regulations and structures limit one's choices. Creating abundance and reaching win-win partnerships are the new way of life.

**Global Village (Turquoise)** – This is about achieving ‘Cross-Paradigmatic,’ differential and holistic thinking, which integrates and transcends paradigms. The focus is on the living system, where everything is linked to



everything else. New knowledge helps to understand the patterns underlying the chaos, the dynamics linking the parts to the larger whole.

## SOCIAL PATTERN VARIABLES

**Universalism** - A person with a high score accepts rules as absolute, and prefers to follow rules. This person likes to work in a formal way, such as using contracts. This person tries to be consistent, and treat everyone the same way.

**Particularism** – A person with a high score claims the right to judge for oneself whether or not a rule applies to a situation. This person prefers informal networks and relationships instead of formal rules. He or she accepts several perceptions of reality.

**Specific boundaries** – A person with a high score sets a clear, objective boundary between work and life outside of work. This person may act or think very differently from context to context.

**Diffuse boundaries** – A person with a high score tends to have flexible or no boundaries between contexts. What happens in one context will be seen as interfering with other contexts as well.

**Left Brain** – This pattern is associated with logical thinking, words, reasoning, and a linear style.

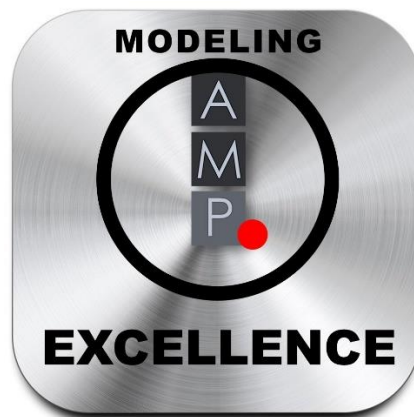
**Right Brain** – This pattern is associated with creative thinking, rhythm, pattern recognition, and images.

**Match and Mismatch** – These variables illustrate people's discussion styles, and how comfortable people are with conflict during discussion. They describe to what degree one matches (looks for patterns, forms correlations) or one mismatches (looks for exceptions and counterexamples). A matcher will try to avoid conflict, while a mismatcher will feel at ease during conflict, and may consider it a normal phase in decision making.

**Efficiency** – This pattern relates to meetings and discussions at work. A high score indicates someone who prefers short meetings or no meetings at all.

**Flexibility** – A person with a high score is always looking for multiple answers, or way to combine options, such as the other social patterns.

# MODELS OF EXCELLENCE & STANDARD GROUPS



A Model of Excellence answers the following question: “What is the difference between a top performer and a low performer?” Sometimes such a model is named a “reference model.” This page describes AMP’s experience with building and using such Models of Excellence. At AMP this model is organized around the following formula for success:

$$\text{Results} = \text{Attitude} \times \text{Values} \times \text{Competence}$$

Given that a top performer gets results, applying Patrick Merlevede’s formula for explaining results leads to 3 questions: What kind of attitude does a top performer have? What values does the top performer hold? What competencies does a top performer have (which a low performer doesn’t have)? In other words, a complete Model of Excellence will have to define the attitude, the values and the competencies of top performers, and explain how these differ from attitude, values and competencies observed with lower performers holding the same kind of function. AMP’s technology for making maps of excellence in any of these 3 domains can be combined with other technology for the other 2 domains.

Once a model has been made, it becomes a great Talent Management Solution which can be applied to all phases of the employee life cycle: from in stream (attracting candidates, hiring the best, integrating them in the organization), throughout their stay in the job (making them more competent through mentoring, training & coaching + managing them in the right way), to the out stream (assessment for a new job inside the organization, outplacement, ...).

## RECRUITING

The application of a model for recruiting consists in first writing the job advertisement so that it is congruent with attitude, values and competencies as found for the model and secondly testing whether the candidate corresponds to the model. A good advertisement will decrease the number of “low potential” candidates and increase the number of “high potential” candidates. A good selection will allow ranking the candidates based on

their fit with the model (from “best fit” to “worst fit”). As a result, the company ends up with a better funnel through which it can approach the job market.

Indeed, one of the common challenges when applying testing for recruiting in Anglo-Saxon countries is that one has to prove the relevance of the testing towards the job and prove that these tests do not discriminate against minorities. AMP's tools solve these issues by objectively testing Emotional Intelligence only within the workplace context.

## TRAINING & COACHING

By comparing a person with a model, we know which are the areas of development in order to obtain a high performer. To some degree training may help to close the gaps. Using training, we can pass on knowledge needed to develop competencies, but also knowledge to help a person cope with all sides of one's personality, thus tackling the attitude gap. Finally, training can be used to help the person appreciate the company values or the values important for the job. Once we know that the person has the necessary knowledge, coaching will help to ensure that the person uses the right attitude, values and competencies when actually doing the job.

## MANAGEMENT

Last but not least, for optimal performance and maximal retention, the management style used for a category of workers should be compatible with the attitude, values and competencies indicated by the Model of Excellence. For instance, if the model indicates that one needs to have independent workers who value difference, its only demotivating to install a management system that obliges the workers to collaborate closely and to rigorously follow the same procedure over and over again. Management that is incompatible will not only undermine job performance, but will also lead to high staff turnover rates, since persons will be leaving sooner than their “natural clock” indicates.

## ORGANIZATIONAL CULTURE

Strongly related to this, AMP's tools (VSQ) can help to model the organizational culture.

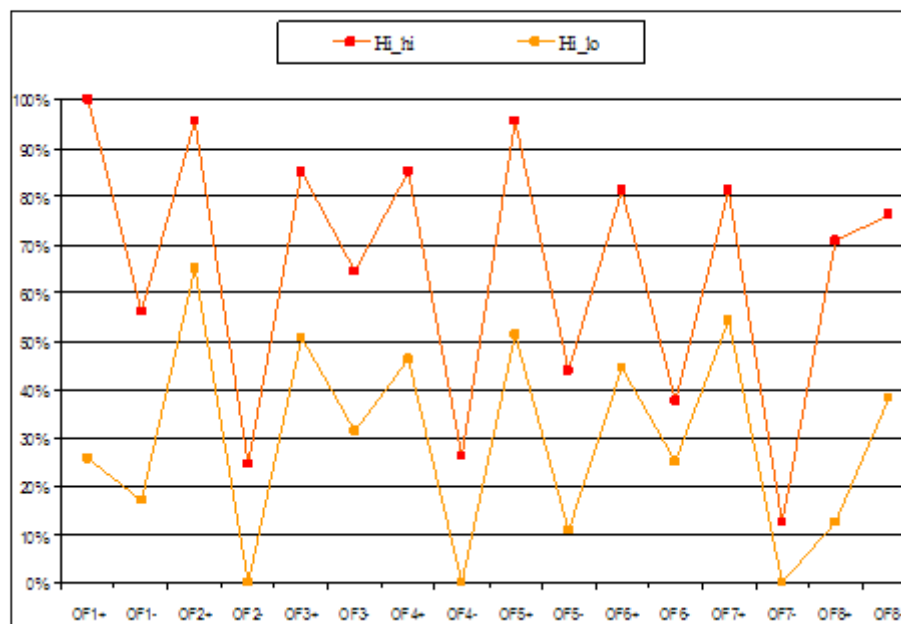
# BUILDING THE MODEL OF EXCELLENCE

A Model of Excellence answers the following question: “What is the difference between a top performer and a low performer?” This page focuses on several approaches one can follow to come up with a model, independent of the technology being used, and independent whether one considers the attitude, the values or the competencies (or all of them).

## 1. STANDARD GROUP

In this purely statistical method one takes a group of best performing persons for a certain function and gathers the same information for each of them. For instance, one asks each of the respondents to fill out the iWAM, the VSQ or COMET questionnaire. Based on the scores of this whole test group, one computes the average score for each of the questionnaire's parameters as well as the standard deviation for each of the parameters.

Below, Figure 1 gives an example of such a standard group for the 16 operating factors measured by the iWAM questionnaire:



## 2. CONTRASTIVE ANALYSIS

This method is achieved by comparing example of excellence with "counter-examples," given by persons who do not display excellence. For iWAM and VSQ, we have developed a statistical approach based on this principle. You take 3 or more proven high performers for a certain job function, have them fill out the questionnaire and compare their scores with scores of at least 3 low performers holding the same function.

The principle of contrastive analysis can be combined with a statistical approach. It is easy to draw a chart indicating the “standard group” for high performers and comparing that area with the standard group of low performers. One can also use the data to see which parameters showed a significant difference between the groups.

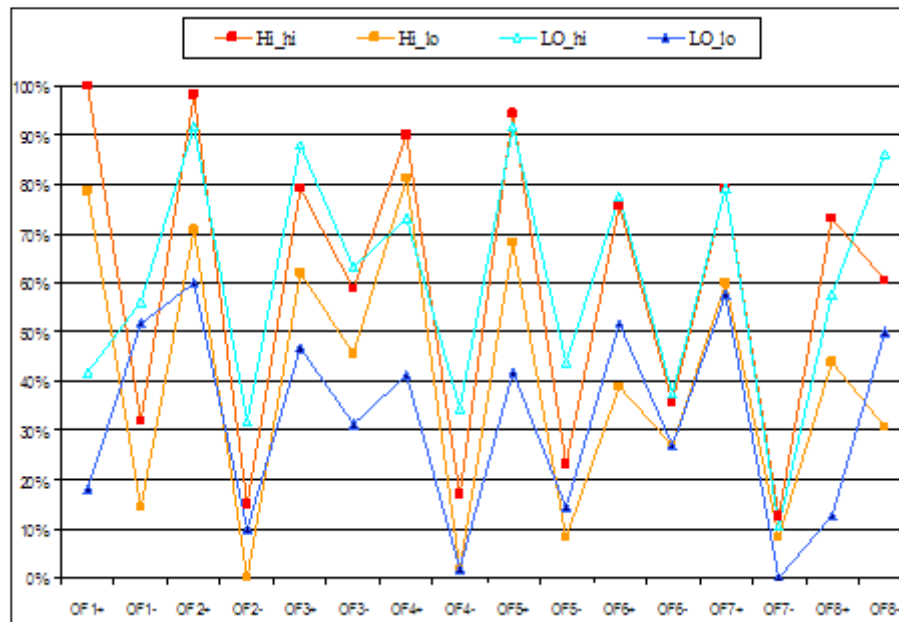


Figure 2 above shows again the same 8 persons consisting the model of Figure 1. In this figure, the group has been split up according to their performance. Parameters for which the data showed a significant difference between the means will be visually recognizable (e.g. OF1+ indicates “starting”: the top performers value “taking initiative” to a much higher extend than the persons considered “low performers”. OF1- indicates that top performers have less patience, etc.) For significant parameters there will be little or no overlap between the scores for both groups.

When one compares Figure 1 to Figure 2, one will also notice that the zone that will be considered “the Model of Excellence” will be much more narrow for figure 2. A contrastive analysis results in a model with a higher degree of precision. For instance, using the model of figure 1, we might consider a person with a score of 25% for OF4- as being “within range”, while figure 2 indicates that the only persons with a score of more than 19% are those belong to the least performing respondents.

### 3. ENGINEERING THE MODEL

Sometimes a large group of persons holding the function is not available, due to a lack of people to test. Also, sometimes the company cannot or will not have low performers go through the modeling phase, thus making approach 2 impossible. Finally, a job may be new, so that there are no successful examples of persons holding the function. In those cases, we cannot build a statistical reliable model. This leaves us 2 options.

First, one can build a model based on general knowledge about the function and the context the person will have to operate in (the management style, company culture, etc). Secondly, one can select some persons who



have held the function or who one deems able of holding the function and build a model inspired on their scores. And of course both options can be combined.

This approach is more limited than others, because we only have information to situate the top performers, but no information on the significance of the zone we consider the model of excellence. This lack of information can be lessened with general knowledge of what are considered good patterns for the function and of what is the standard group for the given culture (either the country the selected persons are working in or their company culture).

#### 4. MODELING COMPETENCIES USING COMET

The description of the 3 previous approaches always starts from iWAM & VSQ questionnaires. This makes sense for determining attitude and values. Similarly, you can apply these approaches on the COMET/EQ questionnaire, showing which emotional intelligence competencies make a difference when it comes to successful leadership, for instance.

However, given the wide array of competences one can distinguish, a questionnaire such as

COMET/EQ may indicate necessary competencies, but cannot guarantee to help to generate the full list of needed competencies. Modeling can learn whether COMET/EQ competencies would be necessary for the job, but it doesn't help us build a sufficient list of competencies.

That's why we defined COMET as a methodology for which we also make a 360° test tool available. The core of the COMET method is building a competence grid and a competence dictionary for a specific job function, based on an analysis of the competencies present in top performers holding that function. By preference this analysis also includes a contrastive element, where we compare these competencies with competencies found in lower performers.

A custom questionnaire is then developed based on the competence dictionary. This questionnaire tests to what degree the person tested applies the behaviors described in the competence dictionary as defining elements of the competencies. Ideally this questionnaire is tested statistically on top performers and low performers to see whether it helps to predict job performance, before it is administered to third persons.

# EXAMPLES: MODELS OF EXCELLENCE



- Middle Management | financial sector Luxembourg | Patrick Merlevede
- Middle Management (High Potential) | City Administration of Lange City in Belgium with 10.000 staff members | Patrick Merlevede
- Middle Management | Insurance Industry Australia | John Lane-Smith
- Middle Management | Various Assessment Centers in China | NewLeaders - Wendy Wu
- Finance Graduate Program | Barclays (UK) | an award winning program, under the lead of Gill Coleby
- Auditor | City Administration Belgium | Patrick Merlevede
- Assistant Manager | Quick (Fast Food Restaurants), Belgium | Wim Thielemans
- Junior Lawyer (trainee) | Leading Law Firm specialized in labour practice, Belgium | Wim Thielemans
- Branch Manager Temp Agency | BlueArrow, UK | Sarah Ainsworth
- Temp Agency - Staffing Consultant | BlueArrow, UK | Sarah Ainsworth
- IT Helpdesk Agents | Department of Justice South-Africa | Dawie van der Merwe
- Medical Representative | Pharmaceutical Company in France | Patrick Merlevede
- Motor Repair Sales | Essex (USA) | Carl Harshman
- OEM Sales | Essex (USA) | Carl Harshman
- New Business Field Sales Consultant (Call Center) | British Telecom, UK | Patrick Merlevede
- Call Center Agent | British Airways - Airmiles, UK | Sarah Ainsworth
- Ticket Counter Sales | De Lijn (Public Transport), Belgium | Patrick Merlevede
- B2B Sales (farmer profile) | Mobistar (Mobile Phone Operator, Belgium) | Patrick Merlevede
- B2B Sales - Sales Team Managers | Mobistar (Mobile Phone Operator, Belgium) | Patrick Merlevede
- Mobistar Shop Sales Executive | Patrick Merlevede
- Truck Driver | European Trucking Company | Patrick Merlevede
- Contact/Call center agents | Government - Department of Corrections | South Africa | Dawie van der Merwe
- Forester and Forestry Manager models | Sappi | South Africa | Dawie van der Merwe
- CNC Machine operator | Peterstow Aquapower | Swaziland | Dawie van der Merwe
- Etc.

# RESEARCH & SCIENCE



Thorough research provides the foundation for our business. Since we know that Multiple Intelligence can drastically benefit an organization's personnel, one of our goals is to provide the most trustworthy way to measure this abilities. If you can't prove what you're testing is objective and accurate, then the findings are meaningless. That is why thorough research is our top priority.

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*THOROUGH RESEARCH FOR OBJECTIVE AND ACCURATE TESTING IS OUR TOP PRIORITY.*

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What are the superior tools AMP and our partner JobEQ use to research people?

**An Integral Approach-** We don't limit ourselves to testing just "competencies" or "personality." Instead, we use an integral approach, allowing to test attitude (iWAM), values (VSQ) separately. By combining both approaches, we can get a higher validity and bring our customers the most information about an individual.

**Model of Excellence-** By having an organization's top performers take the iWAM or VSQ, we can build a Model of Excellence to illustrate the ideal attitudes and motivations for employees to have. We compare the profiles of each candidate to this model and rank them based on their potential to become a top performer.

**Metaprograms-** We measure more. People don't fit into just 2 categories, or 4, or even 16. Every person in the world is different, and a test must be able to reflect these differences. The iWAM measures 48 cognitive patterns, called metaprograms, which are classified into 16 groups. The results are reported on a scale, so it won't just say a person is "proactive" or "reactive." Instead it will show you just how proactive and reactive each person is. By measuring so many metaprograms on this scale, the iWAM delivers you the most information about candidates

**Standard Groups-** The iWAM and VSQ are normalized tests, meaning it compares candidates to their peers specific to each country. This helps to eliminate interpretation errors caused by cultural differences. We present a variety of features like this to help you understand test results. A current Standard Group Romania (Modelul National) is currently open to public.

**Reliability-** The questionnaires were built to prevent test falsification. We have achieved this by eliminating "right" and "wrong" answers, using a ranking system to answer questions, and examining the consistency of all answers. Language is another high priority for us. Our products are available in a variety of languages, each of which has been carefully translated by a native speaker of the new language, so that the tests have worldwide uniformity and reliability.

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*COMPLIANT WITH STANDARD FOR EDUCATIONAL AND PSYCHOLOGICAL TESTING*

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**Research Background**– The current AMP & JobEQ products are the most recent evolution in cognitive style research in the beginning of the 20th century started with Carl Jung's work concerning Psychological Types. The second step was the development of MBTI®, an innovative personality test, between 1942 and 1957. The third milestone came from the development of Cognitive Science, starting around 1975. Cognitive scientists found that cognitive patterns differ between countries as well as between contexts.

**These led to several new pathways, three of which were instrumental in the development of our products:**

The work of Geert Hofstede, Fons Trompenaars, and Charles Hampden-Turner about cultural differences in patterns

The work of Kolb et al. concerning learning styles

The work of Robert Sternberg, David McClelland concerning thinking styles and motivation.

The work of Leslie Cameron, Ross M. Steward et al. about the application of cognitive patterns in the context of work (motivation, working and thinking), which led to the LAB Profile® in 1980. In short, the LAB Profile is a systematic way of gathering information about a person, which helps to predict the person's behavior based on his or her use of certain types of language patterns.

The work of Clare W. Graves, Don Beck, Christopher Cowen on value systems and Spiral Dynamics

The iWAM with its 48 variables is the best tool available for measuring attitudes and motivations in the workplace. VSQ followed as a similar way to measure value systems and cultural fit, and COMET was created to provide the technology for other new tests. Our products offer unmatched objectivity and accuracy, in a format that saves you time.

**For more info ref. research documents and the science behind AMP please go to:**

[www.amp.ro/research/](http://www.amp.ro/research/)

and

[www.amp.ro/research/reference/](http://www.amp.ro/research/reference/)

# APPLICATIONS OF IWAM & VSQ



- **AMP Upgrade To Excellence**
- Excellence profiling and modeling for business and job.
- Team performance measuring
- Hiring, training, coaching,
- Rewards and compensations strategies based on measure
- Mergers & acquisitions
- Change management

## OTHERS

- Recruitment (selecting; interviewing; final selection criteria for best 'fit' for role)
- Specifically designed Advertising Copy for Targeted Recruitment
- Pre-employment Screening and Culling
- Senior Executive Candidate Assessment
- Induction and 'On-boarding'
- Culture Mapping
- Conflict Resolution
- Project Selection/Team 'fit'
- Team Dynamics and Communication
- Succession Planning and Screening
- Career Planning and Staff Development
- Coaching and Mentoring
- Pre- and Post Coaching testing and evaluation
- 'High Potential' profiling and assessment
- Performance Management insights and counselling assistance
- Paired Comparisons (for those working closely together – e.g. business partners; EA's and CEO's)
- Training and Development (targeted for required motivational drivers rather than 'generic' training)
- Outplacement support and Transition coaching

## ROI+ ORIENTED

AMP process is ROI+ Oriented by definition. We design & implement the whole process based on duration, number of participants, high performers and low performers financial results, savings, productivity increase, cost savings, extra income generation, time frame etc.



## **COSTS**

Profiling, Assessment, Design and development, Promotion & Communication, Administration, Materials, Facilities, Students x hours productivity loss, Evaluation

## **BENEFITS**

Work savings, Productivity increases, Other cost savings, Other income generation

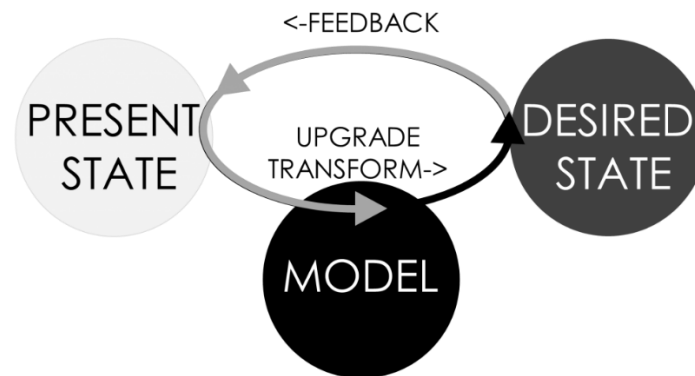
# AMP MAIN APPLICATION

## TEAM PERFORMANCE UPGRADE TO EXCELLENCE



# TEAM PERFORMANCE UPGRADE TO EXCELLENCE

Transformation Model:



## PRESENT STATE :

ELICITED THROUGH ASSESSMENTS.

**Identifying individual profiles.** With our Online Profiling Systems we identify and measure the structure of organisational values and culture – VSQ and with we identify and measure the structure of motivation and attitude – iWAM - in work and entrepreneurial assignment for each/selected stakeholders , manager, top executive of active member of the department/team to be studied (8 Graves cultural models , 10 Talcott Parsons social models, 48 de cognitive invariants, etc.). Accuracy online + live up to 80,81%

## DESIRED STATE OF EXCELLENCE:

**Deciding on evaluation criteria:** This helps direct the participants and those who will evaluate transformation throughout the process. The specific evaluation criteria is outlined at the beginning of the process, a clear plan for evaluation during the upgrading /transforming process.

**Defining policies, rules, and requirements:** Identifying the policies that upgrading process must comply with, such as privacy, Terms of Use, and the type of submissions allowed. Defining the rules and requirements that participants must comply with.

**Identifying success metrics up front:** Developing a clear metric plan during the planning phase of upgrading/transforming process. Evaluation metrics will depend on problems/ goals.

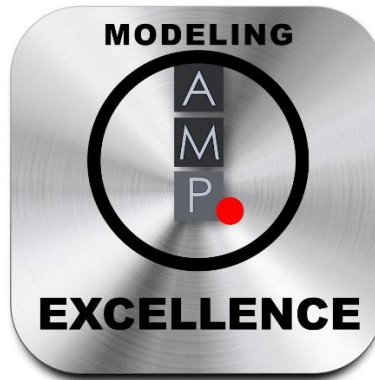
**Consulting in planning communication strategy:** Multilevel communication, Talking, Reading and Responding to participants, especially in the few days leading up to the process start. Updating the community frequently to engage the participants as part of the process. The more engagement with people, the better opportunity for solid and increasingly results. Plus long-lasting impact when engaging people for other initiatives.

*"To fundamentally shift the strategy canvas of an industry, you must begin by reorienting your strategic focus from competitors to alternatives, and from customers to noncustomers of the industry. To pursue both value and cost, you should resist the old logic of benchmarking competitors in the existing field and choosing between differentiation and cost leadership. As you shift your strategic focus from current competition to alternatives and noncustomers, you gain insight into how to redefine the problem the industry focuses on and thereby reconstruct buyer value elements that reside across industry boundaries. Conventional strategic logic, by contrast, drives*

*you to offer better solutions than your rivals to existing problems defined by your industry.” Blue Ocean Strategy by W.Chan & K.Mauborgne*

## MODEL OF EXCELLENCE:

CREATED BASED ON IWAM AND VSQ PROFILING SYSTEMS.



**Configuring model of excellence.** Designing high performance benchmark (performers ‘model of excellence’) based on cognitive profiles and according to organization values and culture. The Model might vary from statistic model (based on cognitive metaprograms) to detailed model (including behavior, language, internal strategies, value system, other cognitive variables, etc.)

Modeling by AMP & JobEQ. (Designing the team cognitive model of excellence).

## INTERACTIVE TRAINING, COACHING, MENTORING UPGRADE & FEEDBACK PROCESS:

VALUE-COMPETENCE-BEHAVIOR TRANSFORMATION THROUGH INTERACTIVE TRAINING, COACHING, MENTORING ACTIVITIES.



**Determining platform type and capabilities for upgrades:** configuring for each specific upgrading idle (metaprograms, values) which change process to be used according to the importance of transformation process, problems/ goals, ROI, etc.: Training, Coaching, Mentoring, etc.

**Planning the transformation and evaluation process:** Schedules change processes and people. It may vary depending on the overall goals of the upgrading/transforming process.

**Managing public input:** Developing a re-framing response. Some people may use this process as an opportunity to vent, veer off topic, or give negative feedback to managing team. Develop a moderation policy, a plan for responding (as needed).

## CONDITIONS TO AMP UPGRADE

### Prior to the AMP UPGRADE session:

- encourages the clients to benefit from a comfortable, attractive coaching settings environment to increases acquisition and retention.

### During AMP UPGRADE session:

- sessions have linguistically structured, indirectly suggestive messages to engage the unconscious mind, while delivering direct suggestion to the conscious mind. This simultaneous use of the conscious and unconscious learning (dual communication) makes client's transformation and learning easier and more productive.
- deliver specific step-by-step instructions through an organized methodology (Transfer Pattern components and sequence) that overcomes the anti-suggestive barriers which reject or inhibit new learning and lead smoothly the listener through the transformation process.
- specific requests of the client through a set of multilayered tasks that redirects the pressure to conscious attention while liberating and opening unconscious absorption of new neuro-pathways.
- methodology emphasizing didactic, psychological, multi-sensory, and artistic elements to create a unique internal sensory environment increasing multilayers transformation, learning and retention.
- gives special attention to enhance the psycho-ecological conditions to support self-esteem, resulting in increased long term sustainability of transformations, change or coping patterns.
- increments of progress in transformation and coping patterns are kept reasonable within each client's threshold to heighten self-concepts, promote personal adjustment and self-confidence and to ensure self-upgrading success.

# TRAINING & COACHING



Upgrading to High Performance Model is over 70% “hands-on” experience, 20% feedback and less than 10% theoretical. (70/20/10 learning concept developed by Morgan McCall, Robert W. Eichinger, and Michael M. Lombardo at the Center for Creative Leadership.)

## 70:20:10 Learning Framework

### 70:20:10 TRAINING

- experiential
- learner-centred/focused – really doing it
- flexible open possibilities
- for internal growth and discovery
- develops knowledge/skills/emotions via experience
- not delivered, minimal facilitation, unstructured
- not timebound, more difficult to measure
- individually directed, flexible outcomes

Examples: learning a physical activity, games and exercises, drama and role-play which becomes real, actually doing the job or task, ‘outward bound’ activities, teaching others, hobbies, pastimes, passions.

### CONVENTIONAL TRAINING

- training-centred/focused – theoretical
- prescribed fixed design and content
- for external needs (organisation, exams, etc)
- transfers/explains knowledge/skills
- fixed structured delivery/facilitation
- time bound measurable components
- suitable for groups and fixed outcomes
- Examples: powerpoint presentations, chalk-and-talk classes, reading, attending lectures, exam study, observation, planning and hypothesising, theoretical work, unreal role-play

## COACHING MODELS FOR HIGH PERFORMANCE



Coaching is a change process through multiple dimensions of language (words, body, rhythm..) based on the chosen subject, agenda, and the outcome. The coach guides the process to steer the client in the direction of accessing resources, increase choice, solving problems, knowing self more completely, evaluating progress, making decisions, and staying on the path toward the outcome. What happens in the process is often based on the coaching model. We use a wide variety of coaching models, the most significant of which are summarized here:

**Hall and Duval “Axes of Change” model based on Meta-Program distinctions:** Direction of Motivation, Reflecting versus Acting, Frame of Reference, and Sameness versus Mismatching. Using these Meta-Programs as “leverage points” the coach initiates various solution-oriented conversations.

**Dilts and Lage coaching process proceeds through various stages.** The initial session begins with building rapport, managing expectations, laying a ground work and practical arrangements, assessment and information-gathering, identifying concerns, and designing the alliance. From there coaching advances to addressing immediate issues, examining goals, values and beliefs, finding resources, re-evaluating habits, assigning tasks, and providing ongoing support.

**McDermott and Jago “Structure of Success” model, in which failures are an inevitable part of the learning process and result from “maladaptive patterns”.** When approached with curiosity, these patterns can be analyzed and corrected, leading to success. Their framework follows these steps: o Identify the goal. o Define the outcome. o Identify the resources needed. o Represent the goal in thinking, feeling and action. o Maintain progress and gather feedback as you go along. o Make necessary adjustments based on feedback. o Reward yourself at each stage.

**Merlevede and Bridoux two models of problem solving approaches and one for mentoring.**

Drawing upon Dilts’ SCORE model, (a problem-solving procedure that considers the Situation, Causes, Outcome, Resources, and Effects) the COMET process discovers and models the patterns in another’s competency particularly useful in mentoring. The method analyses Context, Outcome, Method, Effect and Tasks.

**“Itinerary of Change”** model describes the multiple layers of thinking and action necessary for the successful completion of long-term projects that require sustained effort over a definite or indefinite period of time. The individual continually recycles through a chain-like process of desire, intention, wanting, self-belief, self-permission, decision-making, plan implementation, sustaining the effort, and arriving at completion. This process-oriented model indicates what questions to ask to determine where the client gets stuck, and what kind of intervention is needed.

**The seven step mentoring models** follows these steps: 1) Choose a protégé, 2) Establish connection, 3) Outline the relationship and outcomes, 4) Identify processes and roadblocks, 5) take action, 6) follow-up, and 7) Bring the relationship to a close.



**McLeod STEPPPA model of coaching**, consisting of these steps for the coach and the client (to McLeod, the coachee):  
 o S: Choose the subject of the conversation.  
 o T: Target objectives.  
 o E: Address the emotional context.  
 o P: Check perceptions and re-evaluate the target.  
 o P: Formulate plans and procedures.  
 o P: Pace by checking for understandings and ramifications.  
 o A: Adjust the strategy or act.

**Grove's Clean Language** is a questioning and discussion technique used especially for discovering, exploring and working with people's own personal metaphors.

**John Grinder's "New Code Change"** format is based on multiple layers of communication both at conscious and at unconscious level, content free and process oriented.

A strategic approach to upgrade/transform a participant by pairing with a more experienced mentor to teach, coach, counsel, and encourage the mentoree to upgrade to the high performance model designed.

During mentoring process, the manager is never the mentor. Instead, a mentor is selected based on specific skills and competencies that the mentoree needs and wants to develop. Mentoring crosses management boundaries, departments, and organizational levels.

## OTHER AMP APPLICATIONS



# MODELLING & REPLICATING EXCELLENCE

## The Objective:

To attract and select staff most suited to pivotal roles based on the creation of a 'Model of Excellence' of the team's Peak Performers who have been recognized as critical to the success of the organization.

## The Challenge:

Recruitment processes tend only to concentrate on three main areas of selection... competency; experience and rapport with the company's interviewer(s). The resulting selection is therefore 'hit or miss' at best, and at worse, invariably leads to costly and emotionally painful mistakes and high staff turnover due to poor 'fit for role' and avoidable wastage in time, energy and expense. In other words... 'square pegs in round holes.' This is because up until now, the key missing ingredient has always been motivational fit.

## The Solution:

Utilizing software developed within the last ten years based on the latest research in cognitive science, it is now possible to not only select more appropriate candidates for specific roles, but to actually select only those people who are most likely to perform in the same way as the organization's top performers. This means that employers are finally able to replicate and select staff based on the unique motivational patterns of the 'best of the best' as their criteria for selection, rather than on competence only. This proprietary system of 'decoding' the Peak Performers as distinct from the rest, is known as 'Model of Excellence' and is ideal for replicable roles such as... sales executives; customer service staff; call center staff; claims adjusters; auditors; travel consultants; draughts-people... to name just a few.

## The Benefits of Selection and Recruitment based on the 'Model of Excellence':

- Avoidance of costly mistakes based on a flawed selection process
- Hiring only those staff who are most likely to perform as the Peak Performers do
- Targeted recruitment advertising to attract more appropriate candidates
- Selecting for success rather than managing for mediocrity
- Earlier 'culling' of potential non-performers regardless of competency or previous experience
- More effective induction and 'on-boarding' designed to suit each candidate's needs
- Greatly reduced incidence of 'square pegs in round holes'
- Greatly reduced staff turnover and early attrition from mismatching of candidates
- Earlier prediction of performance and therefore better targeted mentoring and training
- Better results due to an increasingly larger quantity of Peak Performers employed in the role

## Methodology:

- Targeted Quantitative Analysis of three Peak Performers based on objectively measured KPIs (to avoid subjective error) via the on-line iWAM test (Inventory of Work Attitudes & Motivations)

- Contrastive Analysis of two non performers to establish criteria unique to peak performance only
- Individual Qualitative Analysis of selected Peak Performers utilizing LAB (Language and Behaviour) research to test and confirm final criteria
- Creation of an on-line 'Model of Excellence' unique to the client organization and its specific role for baseline recruitment criteria

# STAFF RECRUITMENT & DEVELOPMENT

## The Objective:

To predict the likely behavior of new recruits and to assess their motivational 'fit' for their intended position, and to discover what will be needed to keep them engaged and performing at their optimum level.

## The Challenge:

With regard to the recruitment and development of the right staff, almost all organizations accept that motivation is one of the key ingredients to success, but most don't test for it because they don't know how to. Those that do attempt to measure the critical factors that drive successful employee engagement rely on broad-based generic Employee Satisfaction Surveys, which give no meaningful indication of how each individual is driven to perform at their best or why. Being able to obtain an individualized measurement of each and every employee's motivational drivers unique to them and which are applicable to the work that they do, is the key to effective staff recruitment and development.

## The Solution:

Competency is not always a guarantee for success. Just because a person has a certain capability doesn't mean they're necessarily motivated to use it in a particular way. Based on recent discoveries in cognitive research, it is now possible to statistically measure 48 motivational and attitudinal drivers to create a unique fingerprint of someone's motivation at work. These drivers give insight into their behavior, their communication style, and ultimately their performance. Being able to decode someone's patterns of motivation that are attributable to them and them only, is the key to unlocking sustained engagement and consistently high performance from within the work environment.

## The Benefits of Motivational Mapping:

It can be fully integrated into all elements of the HR system, helping companies to make informed decisions about recruitment, internal promotion, coaching and mentoring, targeted training and individual career development.

Its full utilization can lead to increased productivity, greater effectiveness and better performance across the board.

It lowers the incidence of misunderstanding and conflict within teams, work groups or business units.

It can lead to lower staff turnover and greater retention of the top performers who drive a company's success.

It opens the door to high performance... for individuals; for teams; for companies.

# TARGETED RECRUITMENT ADVERTISING

## The Objective:

To create recruitment advertising which is specifically designed to attract and appeal to potential candidates who think and behave in the same way as the requirements needed for the targeted position.

## The Challenge:

How often are recruitment adverts written in bland, generic language that say very little about the real psyche of the person they are trying to attract, but a lot about the competencies needed, the wonderful work environment and other generalized platitudes? The result being an overabundance of poorly matched candidates who use up valuable company time and resources during the pre-employment culling process. It need not be like this.

## The Solution:

With what is now known about the human psyche and the science of motivational 'mapping,' it is actually possible to expertly craft a recruitment advert that is uniquely designed to attract and appeal only to those potential candidates who think in the same way as the organization's best performers in a particular role or function. This can be likened to 'tap dancing' on the neurology of potential candidates who are a closer 'fit' for the role on offer, through hidden language that appeals to their unconscious triggers. The key is to 'wrap' the content of the position being advertised (i.e. the conscious employment information), with contextual language that speaks directly to the innate motivational preferences of the recipient (i.e. the unconscious triggers or markers). This language design and adaptation can also be extended to the type of questions that should be asked of final stage applicants, for more tailored role matching and selection.

## The Benefits of Targeted Advertising:

The chances of attracting more appropriate candidates during the early stages of the recruitment process are greatly increased

The 'wrong' applicants for any given position are more likely to unconsciously de-select themselves early on in the process because the advert doesn't 'feel right' to them (at the unconscious level)

The ability to hire for motivational 'fit' as well as for competence and capability ('will and skill')

An increase in the available 'pool' of more appropriate candidates from the outset due to self-selection

## For Example:

If a position to be filled is highly procedural, detail oriented and focused on daily problem solving... it would be unwise to use words that are ambiguous with generalised goals and possibilities, written within an advert that is 'light' on information. The candidate most suited to the role would be one who would want to read as much detail in the advert as possible, with a clear indication of what the expectations and boundaries of the position were, and they would then be more comfortable if there was a clearly defined procedure to follow as part of their employment application. Some other examples:– High Focus on People needed – include a picture of happy, up-beat looking people. Big Picture thinker needed – use less detail and more global descriptions. Rule enforcer for safety needed – mention a correct procedure for responding to the advert which must be followed. High visual acuity needed – make the advert visually appealing through creative graphic design. Working to deadlines needed – set a tight deadline for the application.

# SENIOR EXECUTIVE & CANDIDATE PROFILING

## The Objective:

To assess, decode and measure at the unconscious level, the motivational drivers and patterns of thinking and behaviour of senior executives for both internal and external appointments.

## The Challenge:

Once, not so long ago, organisations could only select or promote based on very limited criteria....

Competency – can they do the job?

Previous Experience – has someone else said they can do the job?

Gut Feeling – do we think they can do the job?

Rapport – do we like them enough to want them to do the job?

Performance over Time – after 3-6 months of trial and error, will we discover if they can do the job?

The missing ingredients which are crucial to the final decision are Attitudes and Motivations – are they the right fit/best fit for the job? These measures are arguably the most important and effective predictors of job performance.

## The Solution:

As a result of ground-breaking research and development in psychometric testing over the past ten years, it is now possible to predict with a certain degree of confidence, how an executive will be most likely motivated to perform, behave and communicate in his/her specific work environment. This means that you can now unlock the motivational code for improving engagement, effectiveness and performance in the workforce from the highest to the most basic levels of employment. This Precision Profiling® methodology utilising the iWAM (Inventory of Work Attitudes and Motivations) instrument and LAB (Language and Behaviour) assessment, measures at the very fundamental level where the unconscious drivers take place. Not only can we now measure what motivates someone at work, but also to what degree and by how much these drivers motivate them, compared to the rest of the standard population.

## The Benefits of Executive Assessment/Candidate Precision Profiling®:

It can be fully integrated into the HR processes, helping organisations to make informed decisions about selection and recruitment, internal promotion, coaching and mentoring... right through to 'high potential' career development and succession planning.

It leads to more effective induction and 'on-boarding' designed to suit each new appointee's particular needs.

Understanding people is never black and white. Precision Profiling® measures the shades of grey that provide a 'laser' understanding about what is really driving someone in the workplace... not broadly but specifically.

It helps to decode general behaviours and reveal further distinctions and insights about people that were previously not available from mere observation... over time you may have been able to observe what someone is motivated to do, but up until now you could never fully understand why they were motivated to do it, especially at the unconscious level which they can't even explain themselves. Now you can.

## Unique Insights Gained:



The sort of insights that have been communicated to senior HR and line managers about their internal or external executive candidate as a result of the Precision Profiling® process, have explained that person's motivational drivers and patterns of thinking and communicating to a level of understanding that could only previously have been gained from six months or more of a close working relationship, if at all. This invaluable information cannot arguably be gained in any other way, and certainly not within such a short period of time and with the immediacy that Precision Profiling® can deliver. The knowledge that a company gleans from these insights is a proven recipe for more incisive and effective candidate selection or promotion, and for more targeted information into successful 'on-boarding' or personal career development. This assists immeasurably in ensuring that an organisation's external candidate/internal succession selection processes are conducted at world's best practice levels.

# MERGERS & ACQUISITIONS – EXECUTIVE CULTURE MAPPING

## The Objective:

To gain unique insight into the motivational patterns of a target organisation's senior executives and their group culture in order to determine how best to integrate the combined entities, during M&As.

## The Challenge:

Regardless of the seemingly bright prospects for a successful merger or acquisition based on comprehensive financial and market analysis, often the union does not lead to the hoped-for outcomes that were predicted. Worse still, it may ultimately lead to organisational dysfunction as the unexpected 'fall-out.' The reason is because the key missing ingredient in corporate due diligence is the effective assessment of the 'courted' senior executive team's individual attitudes and motivations and the corresponding impact on their corporate culture. Time and time again it is the 'human capital' that is the blind spot of mergers and acquisitions... invariably at the senior executive level of the targeted company... which is where the biggest potential to make or break the merger exists.

## The Solution:

Utilising what has been learnt from the most up-to-date research in cognitive science, it is now possible to predict with a certain degree of confidence what motivates each executive to perform in their particular role and what their unique style of communication is likely to be in their specific work environment. Each profile can then be combined with the rest of the executive team to deliver a cultural map of the senior executive "group think" that has been driving the decisions and motivations of the target organisation.

## The Benefits of Targeted Mapping:

- Unique insight gained into the psyches of the targeted senior executives
- Better understanding of the two diverse cultures that are about to merge
- Better integration of the recently acquired/merged culture
- Better allocation of executive resources in the newly formed hybrid organisation
- Early detection and re-direction of potential blockers
- Early detection and development of hitherto untapped champions
- Greatly reduced incidence of 'square pegs in round holes'
- Less likelihood of unplanned and unwanted attrition and 'fall-out'
- Greater depth of understanding of the individual and team dynamics at play at the senior executive level

## Methodology:

Targeted Quantitative Analysis of each executive utilising pattern recognition and assessment via the on-line iWAM test (Inventory of Work Attitudes & Motivations)

Individual Qualitative Analysis utilising VSQ (Value Systems Questionnaire) testing and research

Combined Contrastive Analysis of new executive iWAM profiles to formulate a rigorously tested and validated cultural model of the targeted executive team (Optional depending on requirements)

Repeat of the above three steps for the host executive team to compare against the culture of the target organisation (Optional depending on requirements).

# PAIRED COMPARISONS

## The Objective:

To create a harmonious and productive working relationship between two people in the same environment, whether that be for a manager and his/her direct report; for a business partnership; between joint venture parties or with regard to colleagues working closely together on a project.

## The Challenge:

Because everyone is a unique individual who brings his/her own particular perceptions and idiosyncrasies to any given context, when working in close proximity with a colleague or partner the chances for misunderstanding and conflict are invariably heightened, even when the two parties share the same basic ideals or vision. Whether this refers to the CEO and EA; partners in a business; manager and 2ic; family partnership; project partners in a J-V or a merger transition team, the potential for misunderstanding, miscommunication and conflict is always there.

## The Solution:

A Paired Comparison report measures and interprets each person's set of motivational drivers and thinking styles and sorts them into areas of most compatibility (match) and least compatibility (differences), relative to each other. This is then shared with the two parties in a joint debrief with a certified profiler where the topic of the conversation is... how the two people involved can work together more effectively, and... what will be the strategies for handling conflict and fostering cooperation, given the newly uncovered understanding of each other's different motivational patterns. Focus is also placed upon reaching agreement on how each party will contract to each other for enhanced communication and increased levels of rapport, and on understanding and meeting each other's expectations for the relationship. Where divergent motivational preferences are uncovered, emphasis is given by the facilitator to the complementary nature of these different perspectives to achieve greater synergy and joint effectiveness as opposed to the potential for conflict through divergent thinking.

## The Benefits of Paired Comparison facilitation:

Insight into the individual motivational patterns of each individual

Greater understanding and acceptance by each party of the other's motivational 'make-up'

More harmonious and productive working environment

Reduction in the potential for conflict

If conflict does exist, an excellent 'circuit breaker' for a facilitated joint resolution

Much enhanced environment for a successful working relationship

## Methodology:

Quantitative Analysis of each person utilising pattern recognition and assessment via the on-line iWAM test (Inventory of Work Attitudes & Motivations)

Combination of individual reports into a Paired Comparison report

Tabulated display of the combined results showing motivational 'matches' and 'mismatches'

Facilitated joint discussion on the combined expectations of the partnership and its future dynamics

# TEAM DYNAMICS & SELECTION

## The Objective:

To greatly enhance team harmony, morale, productivity and optimum performance through the targeted selection and 'mapping' of team members and the resulting team dynamics.

## The Challenge:

As the old saying goes... 'a champion team will always outperform a team of champions.' This could never be truer nor more critical to success than in these current times of economic uncertainty, rapid change and employee portability. So often it transpires that a team of individuals who all have the requisite skills and competencies find it difficult to 'gel' into a high performing team, and often dysfunction, disillusionment and high staff turnover is the result.

## The Solution:

By measuring and interpreting each team member's Motivational Map relative to each other, it is now possible to uncover what drives them to do what they do in their work environment and how each set of individual preferences and patterns impacts on the overall functioning of the team. Motivational Maps allow individual team members to see each other more clearly, understand each other better, and adapt accordingly to accommodate the differing working styles and communication styles from within the group. The ultimate pay-off is increased harmony and greater productivity as a result. The stuff that high performing teams are made of.

## The Benefits of Individual and Team Profiling:

- Insight into the individual motivational patterns of each team member
- Better understanding of each person's particular 'fit' for their role
- Greater understanding and acceptance by each team member of their team colleagues
- More harmonious and productive environment
- Lower incidence of 'fall-out' and staff turnover
- Enhanced level of team cohesion and morale
- Greater probability of high performance at both the individual and team levels
- Better understanding of the collective team 'psyche' at play

## Methodology:

- Quantitative Analysis of each team member utilizing pattern recognition and assessment via the on-line iWAM test (Inventory of Work Attitudes & Motivations)
- Accumulation of individual reports into a collective team report
- Graphical display of the results of each member relative to the whole team, measured against the standard population
- Emanating from the combined team report, the creation of a team 'Cultural Map' to assist with future selection and 'fit' for role (Optional depending on requirements)

# EXECUTIVE COACH BRIEFINGS

## The Objective:

To assist the executive coach/mentor to better understand his/her client's unconscious motivational drivers and language patterns prior to the commencement of the coach-client relationship.

## The Challenge:

Often during the course of an individual executive coaching or mentoring programme, it can take a significant number of sessions before the coach and his/her client reach the advanced level of rapport and mutual understanding needed that will lead to an effective and productive working relationship for the benefit of the coaching client and their employer sponsor. During this 'getting to know you' phase, as well as jointly determining the expectations that the client has and the outcomes he or she wishes to achieve at the conscious level, the coach or mentor will also be attempting to track some of the unconscious patterns of behaviour and thinking that the client is demonstrating in order to facilitate meaningful enquiry or effective intervention either then or at a later date. In short, there is a lot 'going on' at multiple levels of cognition, and precious little time for the coach or mentor to effectively digest and fully utilise what the client is saying during their discussions, especially during the earlier sessions of the programme.

## The Solution:

With the utilization of the iWAM (Inventory of Work Attitudes and Motivations) profile report combined with the objective LAB (Language and Behavior) assessment of the client's current CV, it is now possible to measure at the fundamental level which unconscious motivational drivers are dominating a person's cognitive reasoning and behavior in their work context. This gives the coach or mentor advance knowledge and insight into potential coaching strategies that could be more likely to lead to faster and more resourceful action by the client. In addition, as part of the coach/mentor client profile briefing, there will be made available a client-specific 'Communication Report' that will indicate the styles of language that are most likely to gain immediate rapport with the client at the unconscious level and which styles of language to avoid, thus greatly enhancing the effectiveness of the communication that follows, from the first session to the very last.

## The Benefits of Executive Coach/Mentor Pre- and Post Client Briefings:

Immediate insight into the individual motivational patterns of the client about to be coached

Increased potential for far greater levels of rapport to be gained at the unconscious level during the introductory and 'getting to know you' phases

More harmonious and productive coaching/mentoring relationship

Earlier and more useful information gained by the coach or mentor regarding possible directions in which future sessions could head in order to maximize the effectiveness of the programme

More effective communication to aid and abet a 'fast track' towards desired outcomes

More effective interventions or more impactful facilitations when and if required

The means to objectively and quantitatively measure the effectiveness of the coaching programme

## Methodology:

Quantitative Analysis of the client to be coached utilizing pattern recognition via the on-line iWAM test (Inventory of Work Attitudes & Motivations) and LAB (Language and Behaviour) assessment of his/her current CV

Coach/Mentor briefing on the client's motivational drivers and language patterns followed by discussion regarding the most effective way to generate early rapport and ongoing influence with the client

The opportunity exists to 'top and tail' the pre-coaching briefing with a post coaching assessment to quantitatively measure the 'before and after' effectiveness of the coaching programme (optional)

The opportunity exists to complete a joint iWAM paired comparison of both the coach/mentor and the coaching client to indicate potential levels of unconscious rapport and dissonance (optional)



## WORLD USERS: IWAM, VSQ

- COCA COLA
- PIONEER
- ATLAS COPCO
- LEVI-STRAUSS EUROPE
- TOTAL
- MOBISTAR
- AIESEC
- QUICK
- DASSAULT SYSTÈMES
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- ENN CHINA
- QATAR COMMERCIAL BANK
  
- ASIA INSTITUTE OF COACHING
- CORRECTIONAL SERVICES SOUTH AFRICA
- IATA
- THE NATIONAL SHRINE OF OUR LADY OF THE SNOWS (CATHOLIC)
- KIA
- PYLOGIC
- etc.

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