

AEM-Cube[®] Report

Title : **Example: including S-curve Report**

Date : **15 July 2010**



Views

Self-Image of S Ample

Self-Image of D Emo

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Introduction

We live in a rapidly changing world but as human beings we are singularly accomplished at adapting to change; our survival as a species has been based on this ability. Changing environments, whether in an individual or organisational context - and whether we initiate them or not - require adaptation.

Based on 20 years of research into the components and dynamics of effective teams and individuals in a wide range of situations and cultures the AEM-cube® offers insights which are deeper and therefore of more practical use than simply profiling behaviours and competencies.

The AEM-cube® examines three key dimensions of adaptation: Attachment, Exploration and Maturity in Complexity; from this you will gain a powerful insight into the natural and unique contribution you bring to the process of change, and it will help you to understand how to harness your own qualities and the qualities of others in pursuit of individual, team or company goals.

The three key concepts form the axes of the AEM-cube® are explained below.

The AEM-cube® Axes

Attachment Axis: People Attachment – Matter Attachment

Attachment is the instinctive drive to develop bonds - with either 'people' or 'matter' - in order to derive a sense of security.

Attachment orientation develops during the first seven or so years of life, when individuals 'attach' to someone, or something, that behaves consistently in their world and gives them a sense of safety. Successfully developed, 'attachment' promotes the conditions that enable individuals to explore, learn and adapt to their 'life environment'.

People attachment is related to using *human relationships* as the primary foundation for security, while matter attachment is related to using *non-people-related* areas of focus to derive security.

The word 'matter' includes in its scope a wide range of options - from tangible objects (e.g. computers), to non-tangible concepts (e.g. scientific theories).

Exploration Axis: Stability - Exploration

Exploration: is the instinctive drive "to go beyond what we currently know, without necessarily knowing what we will find". The instinct to explore is innate in human beings.

The ability to explore and tackle new frontiers – to go beyond what is currently known - is essential for 'survival' The instinctive conviction of exploration is that there might be profit in any unknown situation without the need to know what the profit will be.

People vary as to the levels of exploratory behaviour they exhibit. Those with a highly exploratory nature will be drawn towards the unknown and areas of potential interest – constantly seeking new ways of doing things or new people or things to discover. They experience change as an abundance of opportunity to experiment.

Individuals with more of a stability orientation will tend to value past experiences when faced with new situations or dilemmas. Prior learning of what worked successfully in the past is used as the basis from which to interpret and make sense of new encounters. Their disposition when faced with disruption or change is to reinforce what they currently know and so bolster their ability to cope with the new.

Integrating information about 'attachment' and 'exploration' provides a useful guide to the focus that individuals will find 'satisfying' - and thus naturally bring to bear – whilst they initiate or respond to a changed environment.

Maturity in Complexity Axis: Self-expressive - Integrative

This is defined as the way people apply their life experience to cope with ever-increasing amounts of complexity in their environment.

This third element is more developmental than instinctive, that is, we can increase our ability to cope with complexity the more of it we experience.

People scoring lower on the maturity in complexity scale tend to approach the world from their individual perspective – the skills and competencies they have developed, and how they can bring these to bear in the environment they occupy.

Whether challenges, problems and solutions are simple or complex, they will tend to approach these from the perspective of the *individual* competencies and skills that they can apply to a situation.

Associated with a high level of individuality they will often exhibit high energy and creativity - expressing their competencies with a strong focus on personal skills and/or skills development, competitiveness, and even perfectionism in their endeavour to be the best they can be.

People scoring higher on the maturity in complexity scale tend to approach the world from a team, organisation or 'system' perspective.

Higher scorers in maturity in complexity exhibit more patience, perception of the environment, listening, influencing, putting things in perspective, reflection, lower visible energy, creating consensus, integration and focus on stimulating teamwork etc. Their attention is likely to be less on their personal competencies and more on their integrative contribution.

In Summary

In helping us to understand our own instinctive drivers and preferences, the AEM-cube® enables us to harness the skills and qualities we have developed. Through this understanding we can increase the rate at which we build our 'change -ability' - as individuals, teams and organisations.

How to use this report

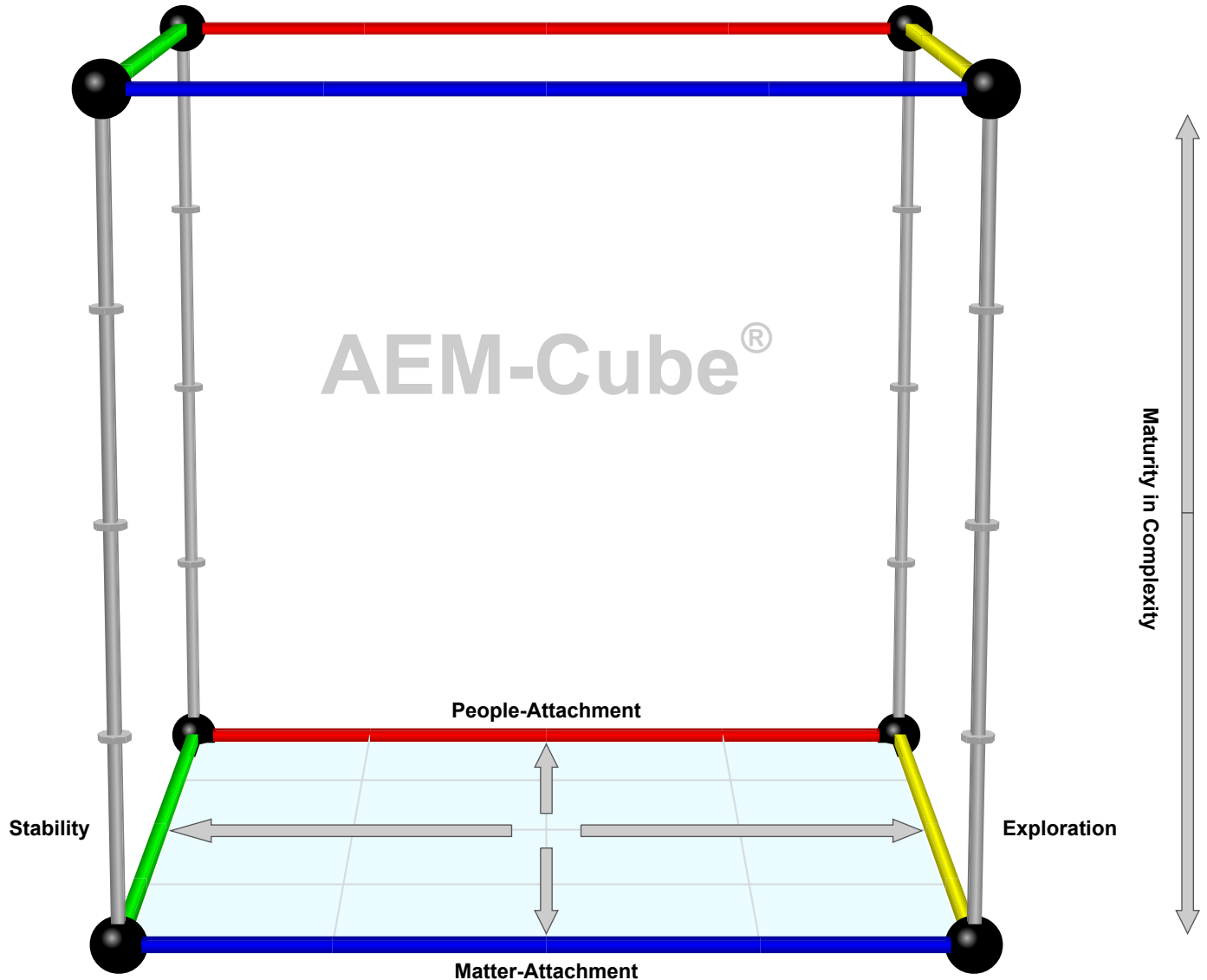
Presented in graphical, numerical and text formats, what follows in this report are the results and interpretation of how you perceive yourself (your self image) - and if you have chosen to get feedback from others, the averaged results of all individuals who provided you with feedback (your feedback image).

The concepts implicit within the AEM-cube® frameworks are, by definition, non-judgmental. They reflect your attachment preference, your tendency to seek new stimuli or reinforce current experience and the maturity you have developed through your life experiences (A-E-M). By implication there is therefore no 'good' or 'bad' profile. Any differences that may emerge between self and feedback images present the challenge of understanding those differences, rather than judging one to be better than the other.

In the context of yourself, your role or the team in which you are operating, you can use the insights drawn from any similarities or contrasts in the way in which you view your ability to adapt to change with those of others around. In doing so you can understand areas of tension or opportunity, areas of strength or blindspots, to enhance your development.

We wish you an insightful experience.

Graphical Representation Overview



Graphical representation Multi-views


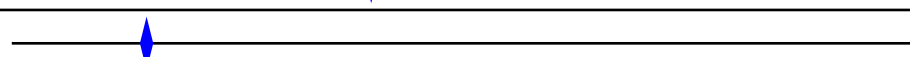
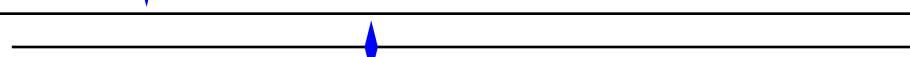
	Cube	Legend
FRONT		<ul style="list-style-type: none"> ● S Ample on S Ample ● D Emo on D Emo
TOP		<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">■ People-Attachment <li style="display: flex; justify-content: space-between; width: 100%;"> ■ Stability Exploration ■ <li style="margin-top: 10px;">■ Matter-Attachment
ROTATED		<p>The Maturity in Complexity dimension is represented along the Y-axis. This dimension runs from 'Self-expressive' to 'Integrative'.</p>

Numerical representation

The statistics associated with your profile are contained in the table below.

Your scores are compared with those of norm groups – individuals who have completed the AEM-Cube® as a self-image instrument and when relevant, individuals who have completed the AEM-Cube® as a feedback instrument.

S Ample - Self-Image of S Ample		
Dimension	Percentile	N = 1
Attachment	80	
Exploration	70	
Maturity in Complexity	90	

D Emo - Self-Image of D Emo		
Dimension	Percentile	N = 1
Attachment	40	
Exploration	15	
Maturity in Complexity	40	

S Ample

People-attached, Intermediately Exploratory individuals with Phase 4 Maturity in Complexity

Overview

Individuals in this position in the AEM-cube® provide strong leadership through leveraging the networks and relationships that they naturally develop, and using this as the basis for organisational growth. While recognising the importance of structure, control and processes in the organisation, their natural resistance to constraint requires the justification for these to be clear and unequivocal.

Preferences

Attachment Orientation

Strongly people-attached individuals are primarily motivated by working with and through others. Their sensitivity to others' emotions, feelings and needs, give them particular insight as to what the likely impacts are on others of what is going on around them. At times a disadvantage, a tendency towards being overly empathic can mean that individuals in this position find it hard to make tough decisions concerning people. This can mean they sometimes delay in intervening in a conflict situation, perhaps hoping it will resolve naturally. When they do get involved, however, their straightforward and open approach can help resolve issues effectively.

Exploration-Stability Orientation

People with an intermediately exploratory attitude tend to consider all situations in relation to their potential for the future – both tactically and strategically. Constantly seeking to understand others' viewpoints, they are keen to integrate these with their future view.

Maturity in Complexity Orientation

The high level of maturity in complexity is visible in the way in which individuals in this position are able to value the diversity of views across a whole team and seek to integrate these to positive effect. They are often skilled at coaching others on the importance of establishing networks and long-lasting relationships.

Personal Characteristics

Empathy

People in this position of the AEM-cube® have a natural ability to understand others' needs, using a combination of their keen empathic skills and exploratory disposition to find creative solutions to the issues, dilemmas and situations they encounter.

Customer-facing in all they do, they will use their energy to meet the needs of their clients or customers, constantly assessing these in the context of the environment in which they are operating, and spotting any opportunities for the future in what they observe.

Consultation

Never happy to accept the status quo, their future orientation means that they are likely to be proactive in nature, – not waiting to respond to situations, but rather shaping them.

Motivated by the desire to develop workable solutions with others, the emphasis will be on consultation and collaboration rather than prescription.

Implications for Personal Leadership

Alignment

An extremely strong focus on people will often mean that alignment around people's needs may be attended to as a priority over the alignment of goals, purpose, actions, targets etc. They do not like to waste time on procedures or rules which they find

S Ample

bureaucratic, but are often determined to ensure that people processes are well attended to. With a high level of complexity-maturity, however, they understand the need to integrate the people and task aspects of a particular endeavour and will ensure that suitable attention is paid to both.

Consistency

As mentioned before, the key driver for people in this position is to meet the needs of others. In so doing they will have learnt that they cannot just say 'yes' to others' requests but will not find it easy to give hard messages to people, and this may affect others' perception of their consistency.

Motivated by the desire to be consistent, so that others will trust them, people in this position endeavour to deliver on their promises – not always successfully.

Dialogue

Communication with others comes very naturally to people in this area of the AEM-cube®. It provides the backdrop for developing consistency, which is seen as critical to helping others make sense of what they are experiencing, and to encourage them to contribute their ideas fully- both primary drivers to people in this part of the AEM-cube®.

Good at making connections with others, people in this position of the AEM-cube® can be a strong role model for managing key stakeholder relationships – both within and external to the organisation.

Their ability to connect the operational with the strategic and external-internal factors make them suited to all externally-oriented roles such as Marketing Director, Key Account Manager or external lobbyist.

Influencing others

People-attached intermediately exploratory individuals are good at negotiating and selling in a pleasant and relationship-focused manner. In so doing they tend to use emotions to influence the relationship, the atmosphere and the situation.

This reliance on emotion and sensitivity means that these individuals tend to be responsive, sensitive and humorous, all of which energise those around them.

Willing to go to great lengths to resolve any misunderstandings that may jeopardise a relationship, they will always invest time and energy in keeping things on track. They are particularly resistant to the imposition of overly formal procedures which could disrupt their well-nurtured relationships.

They tend to avoid internal or power politics, being driven by the purity and honesty of a relationship, rather than the power any one individual may hold.

People with this level of complexity-maturity recognise the need to identify with and bring together equally highly matter-attached individuals (opposite them in the AEM-cube®).

Attitude to change

Their attitude towards change is generally positive. The need to integrate the views of others, and use these to solve problems, means that their approach to change is both practical and rooted in collaboration with the people concerned. Erring on the side of considering the people-impact of change, this can sometimes dominate over attention to the strategic objectives of the change.

D Emo

Intermediately Matter-attached, Stability-oriented individuals with Phase 2 Maturity in Complexity

Overview

People in this position have quite a driven outlook – able to relate to others, but most comfortable when pursuing the goals they have set for themselves in their chosen field, or mixing with like-minded individuals. Devoting consistently high levels of energy to what they do, they tend to deliver high quality across the board.

Preferences

Attachment Orientation

Their attachment orientation is more towards matter than people. While connecting with the world around them, they use theoretical or tangible content, structures and procedures as their initial point of reference.

Exploration-Stability Orientation

People in this area are stability oriented and use their own and others' previous experiences as the start point for all they do. Attached to the traditions, methods, procedures or habits that have worked for them in the past, they tend to be reluctant to let go of them in favour of others.

Maturity in Complexity Orientation

At this level of maturity in complexity individuals focus on expressing their own strengths and preferences, not always integrating their ideas with those of others. However their constant striving to do things to the utmost of their ability can enable them to achieve things that others with higher maturity in complexity would not.

Personal Characteristics

Perfectionism

People in this position of the AEM-cube® often appreciate working in a solitary and even quite driven way.

They have a tendency towards perfectionism in the way in which they approach their environment, often focussing on certain areas, particularly work areas, to the exclusion of others. When taken to the extreme, this over-attentiveness to one focus can be interpreted by others as their inability to set the right priorities. This stems from the classical dilemma of the driven professional – wanting things to be the best they can be – which at times can be unrealistic.

This desire to reach perfection can be very demanding, both on themselves and others. While this is not, of itself, specific only to people in this part of the AEM-cube®, it is possible to underestimate the demands an intermediately matter-attached, stability-orientated person places on themselves – to the extent that they can be quite hard on themselves.

Self-criticism

Linked to this is their reluctance to accept compliments. Such are the standards they set for themselves that any appreciation expressed by others is outweighed by their own self-criticism. Above all, they seek to be valued by those around them. While compliments may abound to do with tasks and activities they're involved with, this is not the type of reassurance they are really looking for. This can lead to feelings of rejection – compensated for by their tendency to push themselves yet harder, to achieve recognition – and when this recognition is not of the right kind – feeling as if they do not belong.

They do not easily open up to others emotionally, and the feelings of rejection they may experience above may lead, in some cases, to a sense of isolation.

Focussed Interest

Their solution to this is their further immersion in their areas of interest. Motivated to create a sense of order around them, they are

D Emo

often involved in roles centred on creating control, and like to collect around them the issues that interest them. They are often seen in assignments where archiving or collecting is prominent - collecting and archiving things, but also ideas, theories and models.

Their strong individual drive may come across as being less open towards others views, although they may, indeed be good listeners.

Feedback

They like to know exactly what is expected of them as well as how others feel about them. In this context they appreciate clear feedback, whether positive or negative. Less comfortable being given positive feedback, they will tend to overlook it, unless strongly fact-based. When clear, factual, negative feedback is given, in a respectful manner, it gives them a feeling of confidence in other people's honesty.

Status

Sensitive to others' opinions of them, they are particularly conscious of status and could be hurt if their own status is challenged. They can sometimes form opinions about others based on un-tested assumptions, causing them to reject the very people that could support them. The natural consequence of this cycle could be for them to become further isolated. This insight is essential for them to be able to take further steps in their development, to avoid them tending towards isolating themselves from others.

Implications for Personal Leadership

Alignment

Their passion for their area of interest can lead to argumentative dialogues with people with strongly different profiles, especially people who enjoy change. They value analysing things and challenging change which can result in some lively debate.

Consistency

They tend to be more individualistic than team players so feel less need for consistency. They might also challenge the readiness of things that others feel are complete – always wishing to add or adjust content. While motivated by a desire for quality this can, nonetheless, introduce tension in a team context.

Dialogue

As indicated above, their dialogue can often be quite sharp, crisp, argumentative and challenging. Not natural communicators, they are, nonetheless, able to listen to various arguments and views and enter into dialogue effectively.

Influencing others

Their influence on others is through their repertoire of predictable behaviours and contributions. Less adept at understanding others emotionally, they are well equipped to relate to them on a rational level. Their loyalty to others is also visible and can have a strong influence within the team.

Attitude to change

Their attitude towards the world around them tends to be reactive, rather than proactive, so that they will tend to follow change, rather than initiate it.

Their focus, in a changing environment, is more on hanging onto past ways that have been successful, rather than embracing new change. This attitude can make them very effective in situations where stability, control and quality of work is critical. It is less helpful in more volatile or unpredictable environments.

S-curve Introduction

What is the purpose of the S-curve report?

The purpose of this report is to illustrate where your natural contribution is most likely to be optimal in the S-curve process. This result is drawn from your AEM-cube® results.

For every part of an S-curve there are typical, but different outcomes required. This report describes where your patterns of thinking, feeling and behaving most naturally contribute to any growth process, and how you can work with others to bring any growth process to fruition effectively.

What is the S-curve?

The 'S-curve' characterises a universal process that - unless interrupted or destroyed - is followed by everything that comes into being:-

Creation -> Development -> Growth -> Maturity/'Harvest' -> End

"Everything" really means "everything". Your own life, or the life of a product like a mobile phone. The rise and fall of a bee colony, or that of a nation. It illustrates the growth and decline of organisations or of an economy, a market, a career, political power, an ecosystem, or the whole earth, or a relationship.

Something that grows, changes. Like a river, or time, an S-curve flows only in one direction; the horizontal axis, from left to right.

An 'S-curve' creates value - the vertical axis. That added value can be anything: financial gain for an investor, a harvest for a farmer, a happiness for a child, market share for a product, etc.

Performance and the S-curve

In a relay race, if one runner fails, or if communication fails between two runners, **performance** will not be achieved: to perform, we need many people. No one can run the race alone. Each part of the race has different requirements. Running the bend is different to running the straight; for **performance** the correct mix of different contributions to the race is needed – and each contribution is equally important.

So it is with any S-curve process: each subsequent part of the process is dependent on the preceding part, and communications between the two. For **performance**, we need many people. No one can do every part of the process alone. Each part of the process has different requirements. Developing ideas is different from achieving 'profit' from them; for **performance** the correct mix of different contributions to the process is needed – and each contribution is equally important.

To secure **performance** in a team or an organization, it is thus important to know the contribution that each team member will naturally make to the growth process; the chances for success become much higher - and far more manageable.

S-curve: differing requirements for performance

In the life cycle of an S-curve the following shifts in performance emphasis can be observed:-

- Invention grows into Predictability
- Novelty grows into Reliability
- Thinking about the future grows into thinking about the past
- Exploration grows into Exploitation
- Possibility Thinking grows into Stability Thinking
- Flexibility and Agility grow into Structure and Control
- Experimentation grows into Selection
- Accepting uncertainty grows into requesting predictability
- Letting Go grows into Keeping Control
- Starting things grows into Finishing things

Each of these shifts embodies very many behavioural changes – no individual can make them all. Invention is really something very

different from controlling finance. Whilst both roles are equally important, an inventor, for example, will NEVER become a bookkeeper - and should not be asked to be if **performance** is expected....

What does my report tell me?

This S-curve report tells you where it is that you perceive that you contribute optimally to a processes of growth, and in the case of an AEM-cube® feedback result, where others perceive you contributing.

For the practical purposes of this report, the S-curve has been divided into 8 partitions: gradations along an S-curve are, in reality, continuous and seamless.

Each respective partition describes characteristic behaviour that is likely to be seen to contribute to that partition. If you have both a self-image and feedback-image(s) in your AEM-cube® you may find your results appear in more than one S-Curve partition.

Does this mean that I contribute only to that 'partition'?

No, for two reasons. Firstly - nature does not work in artificial partitions, but a continuous spectrum. Think of your report as a very good guide. You may see some overlap with neighbouring partitions. You may also see that the further away partitions are from that of your optimal contribution, the less likely it is that your contribution can be recognised there.

Secondly, though your optimal zone of contribution is unchangeable – it is a part of your personality - everyone can do things they might not prefer to, or like to do. Responsible people will often do things against their liking: knowing where your optimal contribution is enables you to start finding practical and realistic ways to increase your happiness and performance.

How do I bring knowledge about my optimal contribution to an S-curve into practice?

Once you know where you are most likely to contribute to an S-curve it makes sense to bring your knowledge into practice.

On reading the report you will become aware that to create results, you can rely on other people who contribute to earlier or later partitions in the S-curve. You will also become aware that if you try to do everything on your own, or if you only collaborate with people 'like' you, you might try to contribute to every part of the S-curve with your preference behaviour.

This is like someone, who optimally contributes in the early stages of an S-curve, trying to solve all problems by generating novel solutions - the result of such approach is that nothing ever will be finished: in reality what may be needed is that existing process should implemented and controlled. Or, conversely, someone who optimally contributes to the later stages of an S-curve trying to solve all problems by control – with the result that nothing will ever be invented or innovated: in reality what may be needed is *innovation*.

Acquiring knowledge about your optimal contribution to the S-curve does NOT mean “change yourself”, rather it means “build awareness”. Once you are personally aware, you can work on becoming aware of other people’s contributions to whatever growth-curve you are involved in. Awareness equals movement.

You can use this Report ,derived from your AEM-cube® results, to improve performance on any growth-curve in your organisation or in your life by understanding how you can connect with others to **perform** effectively.

S-Curve graphical representation

S-Curve	Participants / Groups
<p>The graph displays an S-curve representing the relationship between Exploration and Stability on the x-axis and Optimisation - Innovation on the y-axis. The curve starts near the origin, rises steeply through the middle, and levels off towards the right. Two data points are marked: a red dot at approximately 30% Exploration and 40% Optimisation - Innovation, and a blue dot at approximately 70% Exploration and 80% Optimisation - Innovation.</p>	<ul style="list-style-type: none"> ● S Ample ● D Emo
Legend	
<ul style="list-style-type: none"> ● Self-Image ▲ Feedback Image 	

Optimal S-curve Contribution: Part 3: 25 - 37.5 percentile

Summary

Your profile indicates that you feel most comfortable using a pattern of thinking, feeling and behaving that results in outcomes that make a contribution to the third and early parts of an S-curve.

Stage Description

In this part of the S-Curve possibilities have become realities. "Up scaling" and "making it work" are still part of the process, but in this part there is already more trust in the belief that things are going to work. This is a part where often trial and error is fading away and actions are focussed more and more on making things tangible and more predictable. People who feel comfortable contributing to this part are exploratory but also feel a need to make things happen.

Creativity, and how it is manifest

Be aware that being exploratory focussed is not synonymous with being creative, and that being stability focussed is not synonymous with not being creative. It does not matter where someone's preferences lie regarding contribution to the S-curve, creativity can be present everywhere. In this part of an S-curve creativity is used to expand on opportunities and on how those opportunities, options and ideas can be developed and be made to work in practice. As soon as a way of implementation is seen it will be expanded on.

Advantages of contributions characteristic of this part of the S-curve

The upside of behaviour, thinking and feeling patterns and outcomes that contribute to this part of the S-curve is that they will create change, and make this happen. New ideas, visions, dreams, opportunities are initiated and put forward in a practical manner. The exploratory instinct is strongly present, but is also more or less balanced with a drive to resolve things into something realistic and practical. If people contributing to this part of the S-curve (and part 1 and 2) are combined together innovation will always result - it will happen spontaneously, whether required or not.

Disadvantages of contributions characteristic of this part of the S-curve

The downside is that, although innovation, new ideas and visions will be turned into practical reality, contribution characteristic of this part of the S-curve underestimates the power of a real, great, vision - in a trade off to the drive to make things work operationally. Focus is often strategic, and is likely to be critical of strategies that are too ambitious or visionary. This critical attitude is in general based upon a positive intention, but might constrain higher ambitions.

Relationship between future driven thinking (feed forward) and past driven thinking (feedback)

Progression occurs from part 1 of the S-curve to part 8 : feed forward (future driven) thinking changes into feedback (past driven) thinking. A combination of future and past thinking is essential in successfully navigating a growth-curve (S-curve). People who naturally contribute to and are comfortable in this part of the S-curve choose to think first from the future to the present, but connect this with experience from the past. Future oriented thinking in this position is often quite practical. Ideas are built upon once they have a practical value along with creating a practical way to make them work. Focus often incorporates some strategy and extends to practical reality - working from the basis of something that already shows potential grow, as opposed to the early roots of an idea.

Relationship between focussing on intangible versus tangible outcomes

Progression flows from part 1 of the S-curve to part 8 : the focus on intangibles changes to a focus on tangibles. Any growth curve starts with an intangible idea - the future is by definition "intangible" - and thus the more one progresses along the S-curve the more tangible things become. In this part of an S curve the focus is mostly on translating intangible ideas into tangible outcomes - often things start to become operational.

Relationship to your AEM-cube® Complexity-Maturity score

Your C-M (vertical) score indicates your "perspective on the S-curve". Check your AEM-cube® profile and look to see what your vertical score is. Think of the vertical axis as the whole length of the S-curve. The shorter the vertical axis the narrower your perspective on a whole S-curve and the deeper you specialise into your personal and individual strengths and competencies. The higher the vertical axis the broader is your perspective on the whole S-curve and the more you try to integrate with other people in other parts of the S-curve - first your "neighbours" on the S-curve and then the "neighbours" of your "neighbours". If you have a long vertical score, you might have lost some of your specialist skills, because it is hard to be both a generalist and a specialist at the same time.



Advantages of a narrow perspective

Contributing to this part of the growth-curve means focussing more and more on tangible and operational practices. This needs a lot of drive, energy, and personal competence. In this position it often help to be more competency, specialist focussed than spending too much time on the big picture, for example.

Disadvantages of a narrow perspective

You might be competitive, dominant, too self-reliant and appear overly critical to /of others. This lack of connecting much with others may lead to isolation from them and thus even if you happen to be right, they may not always see it this way. This might lead to isolation from others - irrespective of whether you are matter-attached or people-attached. In this part of the growth-curve it is often "busy", this is because there is often so much to put in practice that is not yet completely ready. This environment may exaggerate the downsides of a short vertical axis.

Advantages of a broad perspective

Whether matter or people attached, with a broad perspective on the S-curve you are likely to communicate with people contributing on different places of the S-curve. This will make it possible to convey exploratory ideas to others and enhance the chances that others will follow and implement these ideas, particularly if the task at hand is a complex one.

Disadvantages of a broad perspective

The downside of being the "generalist" is in this position two-fold; first, being more 'general' means being less 'specialist'. Second, contributing this way in in this part of an S-curve may lead to a distancing from the more practical or detailed issues at hand. This would be disadvantageous because, in this part of a growth-curve things are made practical - attention to these issues is particularly important. This can be mitigated by delegation, where possible.

Interactions between different contributions

There is a flow along the S-curve from intangible beginnings to tangible conclusions. Achieving optimum results is dependent on the cooperation between people in each part of the S-curve. This chain of cooperation can be likened to that seen in action in relay race in athletics. One must pass over the baton from one person to another. This is how cooperation leads to success. Increasing effective cooperation will be facilitated both by insight into this process and a shared, common, understanding that without diversity results themselves will be less than optimum.

Interactions with others contributing earlier in the growth curve

Interaction with other more exploratory people is often focussed around topics of turning ideas, strategies and other intangibles into something that is practical and tangible. This might lead to frustration one the one hand ,with exploratory people being judged as impractical. On the other hand exploratory people may perceive people contributing to this part of the growth curve as being to 'narrow minded ' or inflexible ,and missing the great idea or big picture.

Interactions with others contribution later in the growth curve

People who are more stability oriented people have a far more relaxed attitude about time and thus the need to act quickly in order to change. Impatience is one of the main points of struggle with people who are more stability oriented - who may also perceive contributors to the early parts of an S-curve as not being realistic enough or taking too much risk.

Relationship to matter-attachment

If this profile is connected with matter-attachment it is very likely that exploration and innovation will be focussed on content e.g. technology of all kinds, finance, arts, science, concepts and the like.

Relationship to people-attachment

If this profile is connected with people-attachment it is very likely that exploration and innovation will be focussed on relationships e.g. finding new relationships and new ways to motivate people.

How to play a role in shaping S-curves

Obviously, this profile plays a very important part in developing something that has started to grow and to come into existence, to further fruition. Shaping a growth curve means bridging the ideas phase - designing a future, with up scaling - making it work. In a personal career context, this may be characterised by being disciplined enough to focus on growth, development, training and gaining experience.



In an organisational context , it may also be characterised as being disciplined enough to stick to a strategy and turn it into a more tactical operational process that can be repeated and made predictable. Typically this looks like project and programme management in all its manifestations.

Optimal S-curve Contribution: Part 7: 75 - 87.5 percentile

Summary

Your profile indicates that you feel most comfortable using a pattern of thinking, feeling and behaving that results in outcomes that make a contribution to the seventh and later parts of an S-curve.

Stage Description

In this part of the S-curve, stability and control are more and more prominent. This part requires focus on repeating and maintaining what has been experienced and done in the past. Procedures (more prominent if matter-attached) and/or rituals (more prominent if people-attached) are important ways to maintain stability. Monitoring activities are often focussed on whether or not things remain predictable and under procedural control.

People who feel comfortable contributing to this part are stability focussed. They prefer to focus on what is going on right now, and how stability can be increased.

Creativity, and how it is manifest

Be aware that being exploratory focussed is not synonymous with being creative, and that being stability focussed is not synonymous with not being creative. It does not matter where someone's preferences lie regarding contribution to the S-curve, creativity can be present everywhere. In this part of an S-curve creativity is directed at maintaining stability as much as possible: generating all kinds of ways and ideas to achieve this. This can be perceived as resistance to change. Creativity in this part of an S-curve is also used to reinforce skills that need routine and exercise to perfect. Situations requiring zero or close to zero tolerance for mistakes benefit from this, like the performing arts for example.

Advantages of contributions characteristic of this part of the S-curve

Contribution to this part of the S-Curve is characterised by a focus on control, regulation, traditions, rituals or procedures and rules. The upside of behaviour, thinking and feeling patterns and outcomes that contribute to this part of the S-curve derives from a strong connection with things that have happened in the past; preserving things of value. It is unlikely that details will be neglected, which can be of crucial importance in environments where there is little or no tolerance for mistakes.

Disadvantages of contributions characteristic of this part of the S-curve

Because of the focus on control, regulations, traditions, rituals or procedures and rules, this position can contribute to an overload of control and too much of a traditional or over - bureaucratic response. In this event agility suffers - things will slow down, become overly detailed and rule bound.

Relationship between future driven thinking (feed forward) and past driven thinking (feedback)

Progression occurs from part 1 of the S-curve to part 8 : feed forward (future driven) thinking changes into feedback (past driven) thinking. A combination of future and past thinking is essential in successfully navigating a growth-curve (S-curve). People who are comfortable in this part of the S-curve are primarily thinking from the past to the present. Having an AEM-cube® profile related to this part of the S-curve means that one first prefers to reflect on what has been done in the past, and then translates that into the present. One refers back to what has been, and what is already available from past experience.

Relationship between focussing on intangible versus tangible outcomes

Progression flows from part 1 of the S-curve to part 8 : the focus on intangibles changes to a focus on tangibles. Any growth curve starts with an intangible idea - the future is by definition "intangible" - and thus the more one progresses along the S-curve the more tangible things become. In this part of the S-curve contribution is mostly related to tangible things or things that have been proven in the past to be realistic and to work.

Relationship to your AEM-cube® Complexity-Maturity score

Your C-M (vertical) score indicates your "perspective on the S-curve". Check your AEM-cube® profile and look to see what your vertical score is. Think of the vertical axis as the whole length of the S-curve. The shorter the vertical axis the narrower your perspective on a whole S-curve and the deeper you specialise into your personal and individual strengths and competencies. The higher the vertical axis the broader is your perspective on the whole S-curve and the more you try to integrate with other people in other parts of the S-curve - first your "neighbours" on the S-curve and then the "neighbours" of your "neighbours". If you have a long vertical score, you might have



lost some of your specialist skills, because it is hard to be both a generalist and a specialist at the same time.

Advantages of a narrow perspective

Contribution to this part of the S-curve is dedicated to those areas having low tolerance for mistake; predictability and routines are key to success. Contribution derives from individual skill or competency. Matter-attached professionals, for example can become dedicated accountants, people-attached professionals can be like dedicated physicians (m/f) or nurses (m/f).

Disadvantages of a narrow perspective

The downside of behaviour, thinking and feeling patterns and outcomes that contribute to this part of the S-curve can be that they focus on procedures, rules, traditional and rituals. This may lead to bureaucracies of cultural norms that overrule common sense values. Without interaction with the real environment, these patterns might reinforce themselves and become detached from reality. Good intentions of trying secure growth by making the best predictable and reliable rules and norms there can be, can have the un-intended consequence of creating the precise opposite of their intentions.

Advantages of a broad perspective

Making connections from a stability focussed contribution with others contributing elsewhere to earlier parts of the S-curve can balance a team, a workflow, an organisation - and qualify risks that might be taken too eagerly.

Disadvantages of a broad perspective

Being a 'generalist' here means that one has a drive to be open for, and connected with, other people (independent of any other position on the AEM-cube® bottom plane): typically, one shows more reflective, patient and listening behaviour before acting. This characteristic can be further reinforced by the stability oriented focus people who contribute to this part of the S-curve have. The result can be that one might be perceived as being overly patient, considerate and reflective.

Interactions between different contributions

There is a flow along the S-curve from intangible beginnings to tangible conclusions. Achieving optimum results is dependent on the cooperation between people in each part of the S-curve. This chain of cooperation can be likened to that seen in action in relay race in athletics. One must pass over the baton from one person to another. This is how cooperation leads to success. Increasing effective cooperation will be facilitated both by insight into this process and a shared, common, understanding that without diversity results themselves will be less than optimum.

Interactions with others contributing earlier in the growth curve

Interacting with others contributing earlier in the growth curve is - for everyone - a critically important thing to do, and maintain. People contributing at the beginning of the growth-curve often need some balancing applied to their new ideas; operational people in the middle parts of the growth-curve often need data and structure to work from; and people in this part of the S-curve need to be challenged to prevent the creation of too much bureaucracy or stability focussed output.

Interactions with others contribution later in the growth curve

Interactions with others contributing later in growth curve means, in this case, interactions with people with more or less the same focus, or in part 8 of the S-curve. This will in general go well (at least if the attachment-patterns are more or less the same) but can result in a strong reinforcement of either procedural ways of looking at things or the more social tight relationship kind of interactions. This can become then a very inward looking way of working and living

Relationship to matter-attachment

People with a matter-attached profile contributing to this part of the S-curve tend to focus on procedures, processes, laws, prescriptions and the like. Whilst this focus creates all kinds of predictability and control, it will also create too much bureaucracy if unchecked.

Relationship to people-attachment

People with a people-attached profile contributing to this part of the S-curve tend to focus on rituals, social relationships, emotions, cultural traditions and the like. This focus can create strong bonds based on historical relationships for example, which guard and revive vital human traditions: it may also create inwardly focussed groups.

How to play a role in shaping S-curves

The role of people contributing to this part of the S-curve is, as a rule, generates stabilising, predictable patterns. This can be in the



shape of (people-attached) traditions, rituals, customs, habits or of (matter-attached) processes, rules, procedures, laws. These roles do not contribute to the change and transformation parts of the growth curve, because they contribute to the most structured phase of all.

But they are very important for the consolidation of critical information that they themselves and others can rely on.