

Summary AEM-Cube[®] Report

Title : **Sample**
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Views

Self-Image of A N Other

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Your report provides you with an insight into your, natural, performance contribution. In order for you to gain maximum benefit from this report we first need to give you some background information and explain certain things - please bear with us while we do this, we think you will find the information worthwhile and interesting.

Background

Human Insight's approach is uniquely distinguished by a primary focus on performance contribution, not behaviour.

Performance – the results of activities - requires an underlying process of growth that leads to these results: without a process of growth, there can be no performance. The growth process is universal and is characterised by the stages of 'creation', 'development', 'maturity', and 'decline'. It is often called the 'S-curve' because its shape is illustrative. To learn more about this in an organisational context see <http://www.human-insight.com/humanInsight/en/Tools-Techniques-and-Learning/The-S-curve/S-curve-challenge.html>

For a growth cycle to reach fruition and yield results, each respective phase of growth and the transformation to a new growth curve requires a different, characteristic, contribution to performance.

Modern biological concepts, developed by Nobel Prize winning ethologists, identify the human instinctive systems of 'attachment' and 'exploration'. The natural, characteristic, performance contribution that each of us will make emerges from the interaction of these systems. The AEM-cube® makes this visible - providing a unique analysis on performance. As a result of this it is often more understandable to performance driven executives and shareholders. This feature is a hallmark that speaks to P&L responsible managers and leaders, strategists and investors as well as HR and OD professionals wanting to make a connection between their talent and the business.

The AEM-cube® is used in Europe, Asia and North America to help individuals, teams and organisations to:

- Predict where they can be most productive in growth cycles by making visible the basic drivers that predetermine the roles and outputs that are most natural for each individual: it helps to 'pro – fit' teams
- Uncover hidden or unknown areas of risk or poor performance in execution.
- Integrate individual growth and the development of teams with the performance of an organisation, as it pursues its strategy over time; providing the appreciative focus of working with 'what is there' already ; diverting - unproductive- attention from the idea that there is always something to 'correct'.

Introduction to this Report

The AEM-cube® gathers data on three dimensions: Attachment, Exploration and Approach to Complexity. These dimensions form the axes of the AEM-cube® and are explained below.

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.

Approach to Complexity Axis: Self-expressive - Integrative

This is defined as the way people apply their life experience in dealing with complexity in their environment. This third element is more developmental than instinctive - approaches to dealing with complexity can be changed the more of it we experience. People scoring higher on the self expressive end of this scale tend to approach the world from their individual perspective – 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. People scoring higher on the integrative end of the scale tend to approach the world with a 'system' perspective. 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, 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

Your results are presented in graphical and text formats.

The concepts implicit within the AEM-cube® frameworks are, by definition, non-judgmental. They reflect an attachment preference, a tendency to seek new stimuli or reinforce current experience and the means by which complexity is approached. Implicitly, there is no 'good' or 'bad' profile.

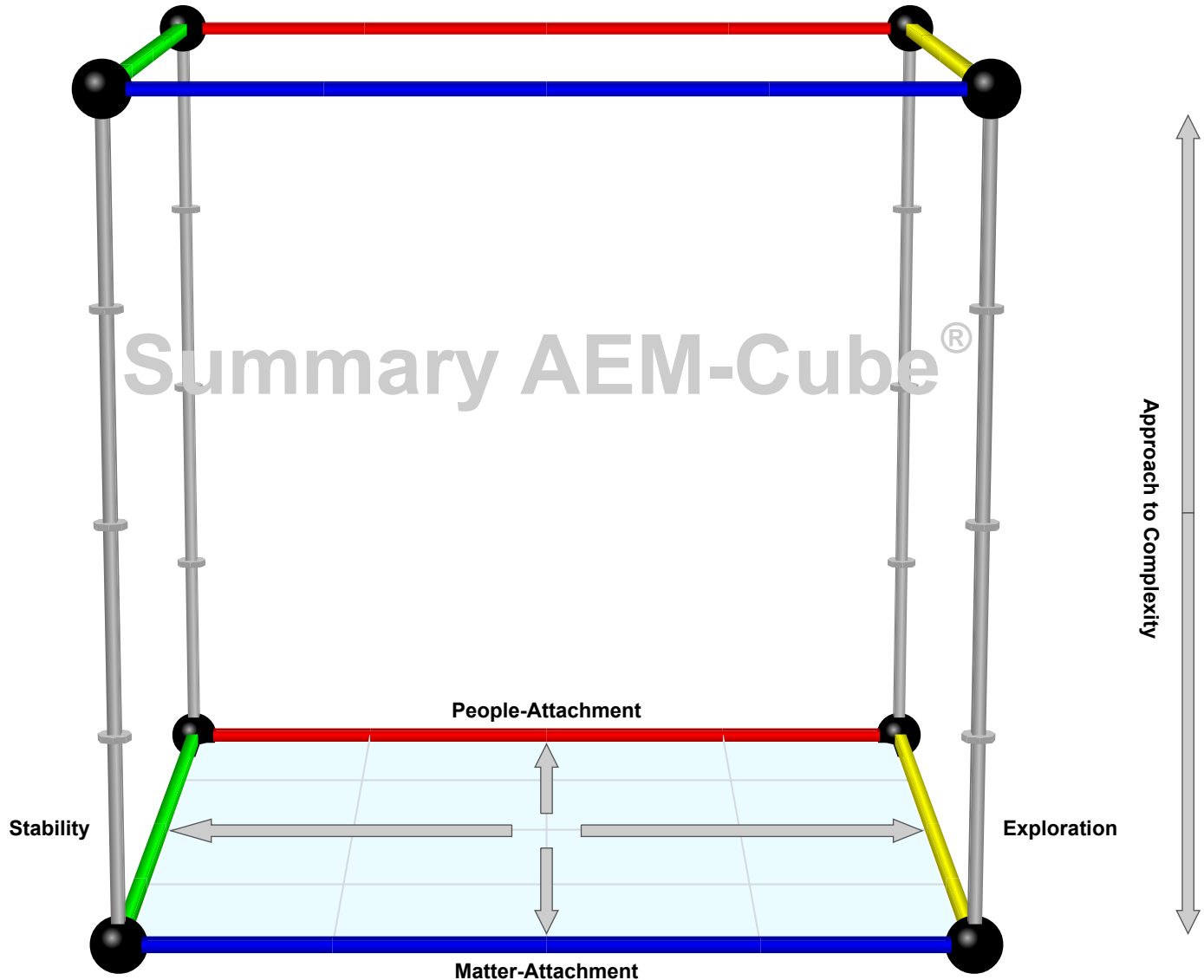
Acquiring knowledge about your performance contribution does NOT mean “change yourself”, rather it means “build awareness”. Once you are personally aware, you can work on becoming aware of other people’s contributions to whatever growth-curve you are involved in. Awareness equals growth.

We wish you an insightful experience.

Recommended Reading

'Always Change a Winning Team' ISBN 981 261 800 7 (Asia & ANZ), ISBN 0-9542829-9-X (Rest of World).

Graphical Representation Overview



Graphical representation Multi-views

	Cube	Legend
FRONT		<p>● A N Other on A N Other</p>
TOP		<p>■ People-Attachment</p> <p>■ Stability</p> <p>■ Exploration</p> <p>■ Matter-Attachment</p>
ROTATED		<p>The Approach to Complexity dimension is represented along the Y-axis. This dimension runs from 'Self-expressive' to 'Integrative'.</p>

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Position description: Self expressive with a moderate attachment to matter and a moderate exploratory drive

Overview

The combination of factors behind this position creates an achievement-oriented, multi-disciplinary approach, which can be a huge asset to teams working together. People with these profiles are often associated with programme management where their integrative thinking and strategic appreciation is combined with the drive to achieve. They like to work in areas where things are growing, being up-scaled and implemented.

Preferences

Attachment Orientation

Moderately matter-attached individuals have a relationship with the content of what they are doing. They focus first on the content of their role, and then on attending to their relationship with others and they thrive on focussing on what they're delivering and their own skills development. They are likely to balance content and rational thinking with a considered, emotional attitude towards others. They predominantly feel comfortable and secure in the area of theoretical or tangible content, which is a focus for their time and energy – concepts, systems, models, structures, rules, procedures, technology. Working in these areas provides them with a feeling of security and comfort. They tend to focus on the content of their role, rather than on their interaction with others.

They prefer to discuss rational, analytical issues rather than feelings and emotions. An exception to this would be when their profession itself deals with people, e.g., psychotherapists; in this case, feelings and relationships form the content of their professional role. They enjoy “content-analysis” discussions: this makes them keen to discuss competency, skill and progress issues. Interaction with others tends to be from an expertise or content perspective and then integrated into the bigger picture, not vice versa. While willing to work in a team, they do not necessarily see this as a prerequisite for optimum performance. They relate to team members more on the basis of what they can contribute from a skill or task perspective.

Exploration-Stability Orientation

Individuals with a moderate exploratory drive are oriented towards the future, keeping open the possibility of exploring new things. Their focus is primarily on the future as a driver for action. They are strongly motivated towards achieving their goals, and focus their interest upon tangible, strategic or tactical issues, rather than intangible possibilities. They are happy to change and develop, from both a tactical and strategic perspective.

They like to achieve targets/goals and strongly resist excessive exploration without the possibility

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of tangible implementation following. They are medium to long-term focussed and they like to work on new things as long as they fit into an overall plan that has a clear end-goal in sight. Anchored in reality, despite their natural curiosity and forward looking nature, they are, above all, practical individuals. People in this area are generally driven to actions and results. They like to be a full team member and achieve targets/goals through a practical contribution which makes effective use of their competencies.

Approach to Complexity

Self expressive people have a need to express and develop themselves . Their approach is related to a drive to work self-reliantly and with high energy. They also welcome team work and like to contribute towards it. The dilemma they often face is the balance between teamwork and their high drive to work things out for themselves. They are generally energetic, liking to work on practical tasks where they have the opportunity to complete things fully. They like to feel that their contribution is recognised and valued, and this need can sometimes lead to competitive behaviour as they seek to compare their contribution to that of others. Their personal ambition and drive often leads them, guiding their priorities and energy. This can ignite people but can also leave them behind. They appreciate clear and critical feedback and use this quite rationally to improve their performance.

Optimal S-Curve Contribution

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 early or middle parts of an S-curve.

Stage Description

Here 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. Subsequent to this, the focus is fully on making things tangible, repeatable and predictable. The tactics of the here-and-now begin to predominate: "operations" is taking the lead over "inventing" things. The monitoring of results (qualitative or quantitative) becomes more prominent.

People who feel comfortable contributing to this part are exploratory but also feel a need to make things happen. They may be strongly operational, preferring to focus on what needs to be done right now to make things happen.

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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 will be less than optimum.