

MODULE 10: Introduction to Acumen



What Is Acumen

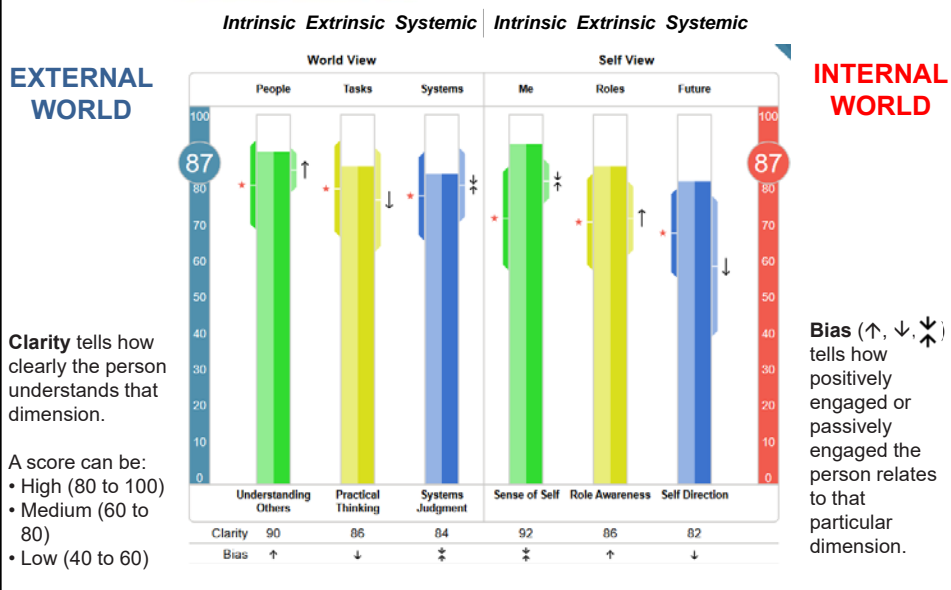
- The **Acumen Capacity Index (ACI)** is based on the science of Axiology, from the original work of Dr. Robert S. Hartman.
- **Axiology** is a mathematically accurate science that objectively identifies how one's mind analyzes and interprets our experiences.
- It is based on answering the question **“what is good?”**
- Measures the way we think and the way we value.
- Measures our **CAPACITY to DISCERN** the different dimensions – not whether we are doing it or not – just the ability to do so.

Three Dimensions



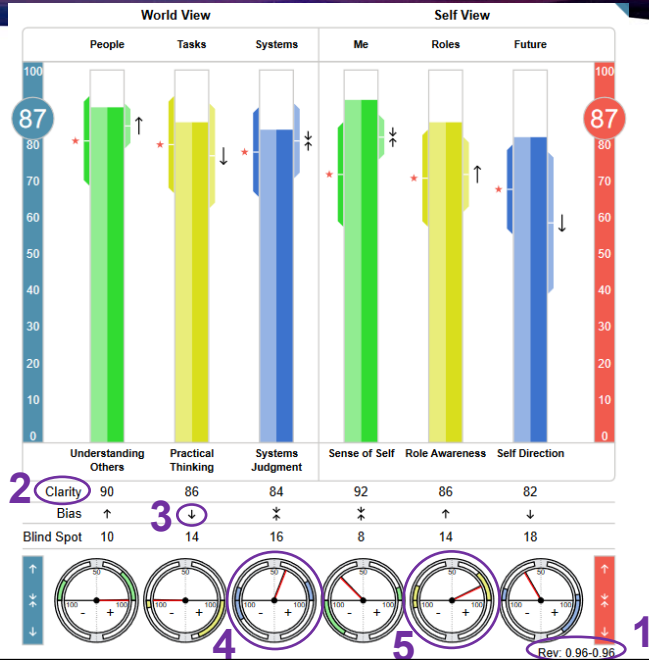
Item	Systemic (black & white)	Extrinsic (comparative)	Intrinsic (emotional)
A House	Blueprints	Furnishings	My Home
An Idea	Definitions	Applications	Complete Fulfillment
A Dog	Canis familiaris	Spaniel	My Dog
A Meal	Grocery List	Baking	Thanksgiving Feast
A Tree	Conifer	Scotch Pine	My Christmas Tree
A Person	Social Security Number	An Employee	"Andy Smith"
A Rock	Igneous	Marble	My Sculpture
A Business	Making a Profit	Selling a line of products	Satisfying Customers
A Product	The Market Price	Packaging/How it Looks	Quality of Service Over Time
Money	Amount in coin and currency	Transactions	Means for Living
A Chair	4 legs, a back, a seat	Antique, Blue, Soft	Handmade by grandfather

Three Dimensions in Two Worlds



Reading the Dimensional Balance Page

- Reliability score** (.70 or above)
- Clarity score** (minimal scores for candidate: 80 World View, 70 Self View)
- Bias** (if score is over 92, ignore the bias)
- Bias intensity** (based on the needle position)
- Dial quadrants** (four distinctions)



Understanding the External Dimensions

Understanding Others is the capacity to discern individuality in others.

Intrinsic
(People – Feeling)

- The ability to be sensitive to and empathize with the life situations of others
- Focus on Interpersonal relationships
- Clearly understanding people
- Ability to see things from a people perspective
- Ability to appreciate others
- Ability to apply understanding of people
- Perceiving the needs of others
- Ability to adapt to different people

Practical Thinking is the capacity to discern situations in the outside world.

Extrinsic
(Tasks – Things – Doing)

- The tangible and observable
- Practical comparison of things and tasks
- Surrounding events and processes
- The functions of work
- Projects and attention to detail
- Understanding of work and labor processes
- Ability to adapt to different situations as they relate to tasks or things
- Understanding of all available resources
- Ability to utilize all available resources

Systems Judgment is the capacity to discern systems and order in the world.

Systemic
(Systems – Thinking)

- The ordering mechanisms of understanding
- Authoritative order: laws, policies, rules and procedures
- Thinking and planning
- All concepts and ideas
- Ability to understand structure and order as it applies to the outside world.
- Ability to understand corporate objectives
- Understanding of policies, plans or superior changes

Understanding the Internal Dimensions

<p>Sense of Self is the capacity to discern individuality in oneself.</p> <p><i>Intrinsic</i> (Being – Me – Feeling)</p>	<p>Role Awareness is the capacity to discern situations in one's own role in the world.</p> <p><i>Extrinsic</i> (Doing – Job)</p>	<p>Self Direction is the capacity to discern systems and order within oneself.</p> <p><i>Systemic</i> (Becoming – Future – Thinking)</p>
<ul style="list-style-type: none"> • Sense on inner worth • A solid sense and understanding of one's reality • The ability to give yourself credit and respect for the person you are • Understands self identity • Comfort in your own "skin" • Knowledge of who you are or your own uniqueness • Clarity of personal strengths, weaknesses, accomplishments and potential 	<ul style="list-style-type: none"> • Harmony and balance between personal and professional roles • Clarity of various role duties and responsibilities • Role fulfillment • Self identification with roles • Understanding one's place in the world • Understanding who one is 	<ul style="list-style-type: none"> • Self organization and discipline • Self image and who I want to become • Seeing unity with the self you are becoming in the future • Understanding of self conduct and duty • Understanding of who and what I ought to be • Ability to develop a path to reach the ideal self • Understanding of the present and its application to the envisioned future • Ability to bring one's envisioned future into the present

Understanding the External Bias

<p>Understanding Others is the capacity to discern individuality in others.</p> <p><i>Intrinsic</i> (People – Feeling)</p>	<p>Practical Thinking is the capacity to discern situations in the outside world.</p> <p><i>Extrinsic</i> (Tasks – Things – Doing)</p>	<p>Systems Judgment is the capacity to discern systems and order in the world.</p> <p><i>Systemic</i> (Systems – Thinking)</p>
<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Prefers personal relationships • Likes to please and accommodate • Optimistic towards people • Overly tolerant <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Not as trusting • Prefers professional relationships • Keeps an emotional distance 	<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Engaged in current tasks • More of a "doer" • Resourceful • "Stick with it" attitude <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Reluctant to engage • More of a "delegator" • Frustrated 	<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Conformity with authority • Identifies with company • Understands and appreciates process and structure • Accepting of rules <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Independent / maverick • Out-of-the-box thinker • Rebellious (may be hard to manage)

Understanding the Internal Bias

<p>Sense of Self is the capacity to discern individuality in oneself.</p> <p><i>Intrinsic</i> (Being – Me – Feeling)</p>	<p>Role Awareness is the capacity to discern situations in one's own role in the world.</p> <p><i>Extrinsic</i> (Doing – Job)</p>	<p>Self Direction is the capacity to discern systems and order within oneself. Systemic</p> <p><i>Systemic</i> (Becoming – Future – Thinking)</p>
<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Very sure of self • Self-centered • Egotistical • They are "it" <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Not yet finished in their journey • Desire to improve • Feeling unfulfilled <p>(97.9% of people have a negative bias on Sense of Self)</p>	<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Well suited for their role • Optimistic about their role • Strong connection to their role • Balanced between work and personal roles <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Questions their role(s) in life • Role conflict • Role dissatisfaction • Role confusion 	<p>POSITIVE BIAS:</p> <ul style="list-style-type: none"> • Self confident • Clear direction • Resilient • Strong identity with future vision of self <p>NEGATIVE BIAS:</p> <ul style="list-style-type: none"> • Lack of direction • Questioning future or ability to reach it • Lack of drive toward future goals

Understanding the Questionnaire

Part 1 - External	Part 2 - Internal
1 A lover's embrace	1 I love being myself.
2 A life of adventure	2 My work brings out the best in me.
3 A token of love	3 I like my work - it does me good. Positive statements
4 A scientific experiment	4 I feel at home in the world.
5 Justice	5 I love the beauty of the world.
6 A decoration for bravery	6 The universe is a remarkably harmonious system.
7 An assembly line	7 I love my work.
8 A blunder	8 The more I understand my place in the world, the better I get in my work.
9 A misunderstanding	9 My work adds to the beauty and harmony of the world.
10 An award for a good deed	10 The lack of meaning in the universe disturbs me.
11 A new car	11 My work contributes nothing to the world.
12 A faulty circuit	12 No matter how hard I work, I shall always feel frustrated.
13 A wrecked car	13 My work makes me unhappy.
14 Prostitution	14 The world makes little sense to me.
15 A madman	15 My working conditions are poor, and ruin my work.
16 Imprisoning an innocent person	16 I hate my work. Negative statements
17 Poisoning the city water	17 My life is messing up the world.
18 Torturing a person to death	18 I hate being myself.

Please note: These are not the ideal nor accurate order. They are the order of the graph we will be using to understand the scoring.

Valuing vs. Disvaluing

- Mixing chocolate with whip cream = E^E
- Mixing chocolate with sawdust = E_E

Understanding the Statements (External)

- **A faulty circuit** – Systemic Item (circuit), disvalued Extrinsically (faulty) = S_E
- **A wrecked car** – Extrinsic Item (car), disvalued Extrinsically (wrecked) = E_E
- **An assembly line** – Extrinsic Item (a collection of things), valued Systemically (put into a system) = E^S

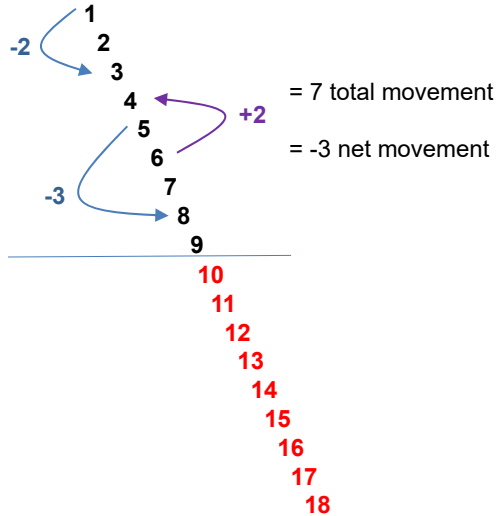
Understanding the Statements (Internal)

- **I love my work** – Extrinsic item (work), valued Intrinsically (love) = E^I
- **My work makes me unhappy** – Intrinsic item (me), disvalued Extrinsically (makes unhappy) = I_E
- **The Universe is a remarkably harmonious system** – Systemic Item (the Universe), valued Systemically (harmonious system) = S^S

Understanding the Statements

I^I	I_I	I^E	I_E	I^S	I_S
E^I	E_I	E^E	E_E	E^S	E_S
S^I	S_I	S^E	S_E	S^S	S_S

Understanding the Statements



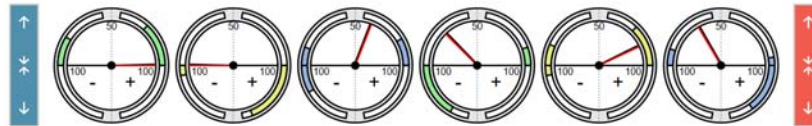
Clarity - How well the respondent understands the dimension based on how the 18 statements were ranked (total movement)

Bias - How a person feels about the dimension based on the movement of the six dimensional statements (net movement)

greater than 2 = ↑
less than 2 = ↓
all items in that dimension in perfect order = ✕

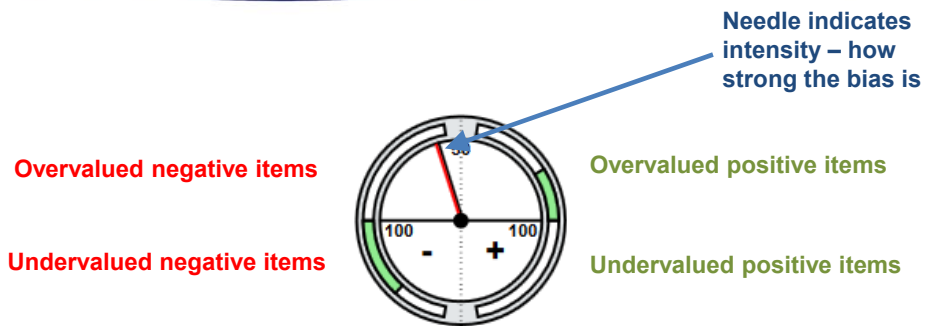
Understanding the Dials

	Understanding Others	Practical Thinking	Systems Judgment	Sense of Self	Role Awareness	Self Direction
Clarity	90	86	84	92	86	82
Bias	↑	↓	✕	✕	↑	↓
Blind Spot	10	14	16	8	14	18



- If the needle is positioned to the **right** of the 50% indicator—the **positive** symbol side—the bias has been displayed as **overvalued** in the corresponding graph
- If the needle is to the **left** of the 50% indicator—the **negative** symbol side—the bias has been displayed as **undervalued** in the corresponding graph
- If an individual placed the items in perfect order, the dial gauge red needle will be straight up on the 50% percent line and display as **neutral**.

Understanding the Neutral Bias



Example: In the dial above, their clarity score was 8.0 for Sense of Self. The respondent **overvalued** some of the **positive** items and **undervalued** more of the **negative** items.

While the bias comes out balanced, it shows a slightly negative feeling regarding this dimension.

Applying the Bias

- When considering the “weight” of the **bias intensity**, you will always want to primarily consider the capacity score strength
- When bringing the **bias intensity** into the decision-making process, the culture of the organization, the specific management and the specific job being reviewed are other key factors
- Utilize the **bias intensity** as a method of determining the open-ended questions you need to gather additional information to complete the debrief
- **Remember:** It is the combination of all four sciences of the assessment which comprises the heart of the coaching plan for the individual so don't get overly focused on just one science.

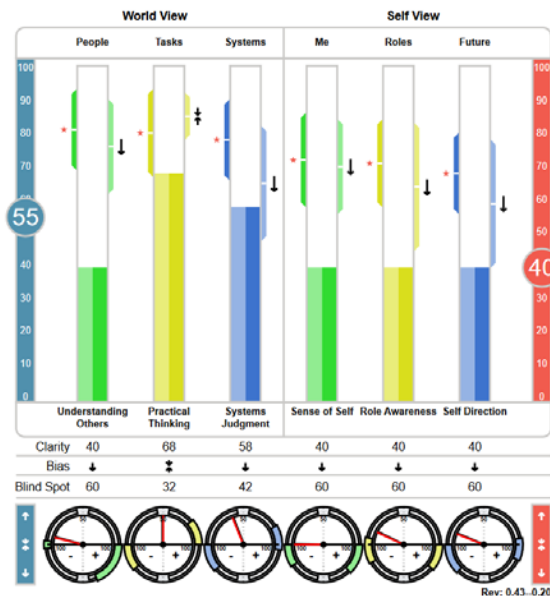
Debriefings Before Next Session

1. **Assess at least 3 people** (friends, family or professional associates) and set up a time to go through their results.
2. Use the **TriMetrix HD Debriefing Guide** prior to meeting with them.
3. You will receive a **personalized link and code** for your respondents to use – along with a copy of the TriMetrix HD Debriefing Guide to print.
4. **Bring any TriMetrix reports** to the next session that you would like to review with the group.

Graph Debriefing

DH

- This is a co-owner of a business who is struggling with performance, leading and collaboration.
- What do you see that could be contributing to these challenges?



Graph Debriefing

LC

- This is a VP who is up for a promotion to COO.
- What opportunities or challenges do you see for them in that role?

