



AEM-Cube[®] Report

Title: Jane Doe

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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 Managing Complexity; from this you will gain a powerful insight into the natural and unique contribution you bring to the process of change. It will help you understand how to harness your own qualities and the qualities of others and will increase the rate at which you build your 'change-ability' - as individuals, teams and organisations.

The AEM-Cube Dimensions

Attachment Dimension: Relationship-Focus – Content-Focus

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 Dimension: 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.

Managing Complexity Dimension: 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 managing 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 managing complexity scale tend to approach the world from a team, organisation or 'system' perspective.

Higher scorers on managing 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.

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 your preference in how to manage and deal with the complexity that surrounds you. 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.

Despite this non-judgmental nature of the report, however, in certain situations some of the data might be sensitive. Even though Human Insight guarantees that it will do everything it can to protect the confidentiality of your data, your coach or consultant is responsible for how he or she interprets, treats and presents the data to you and/or your group. Please ensure with your coach or

consultant that your report and your data are treated in a way that makes you feel comfortable and able to get the most out of them.

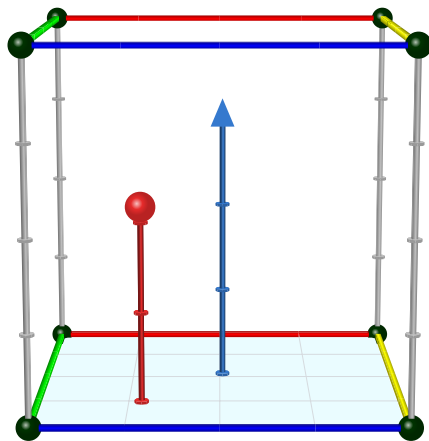
In the context of yourself, your role or the team in which you are operating, you can use the insights drawn from any similarities or contrasts in the way in which you view your ability to adapt to change with those of others around. In doing so you can understand areas of tension or opportunity, areas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

We wish you an insightful experience.

Graphical representation Multi-views

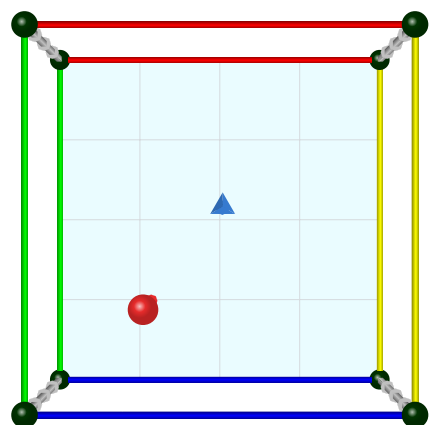
Cube

Legend



Front

- Jane Doe on Jane Doe
- ▲ Feedback participants on Jane Doe



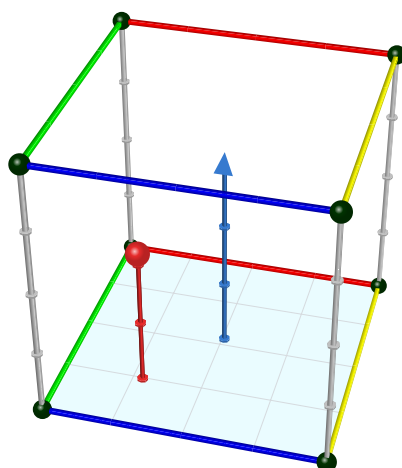
Top

■
Relationship-focus

■ Optimisation

Exploration ■

Content-focus
■



Rotated

The "Attachment"-dimension runs from front (Content-focus) to back (Relationship-focus).

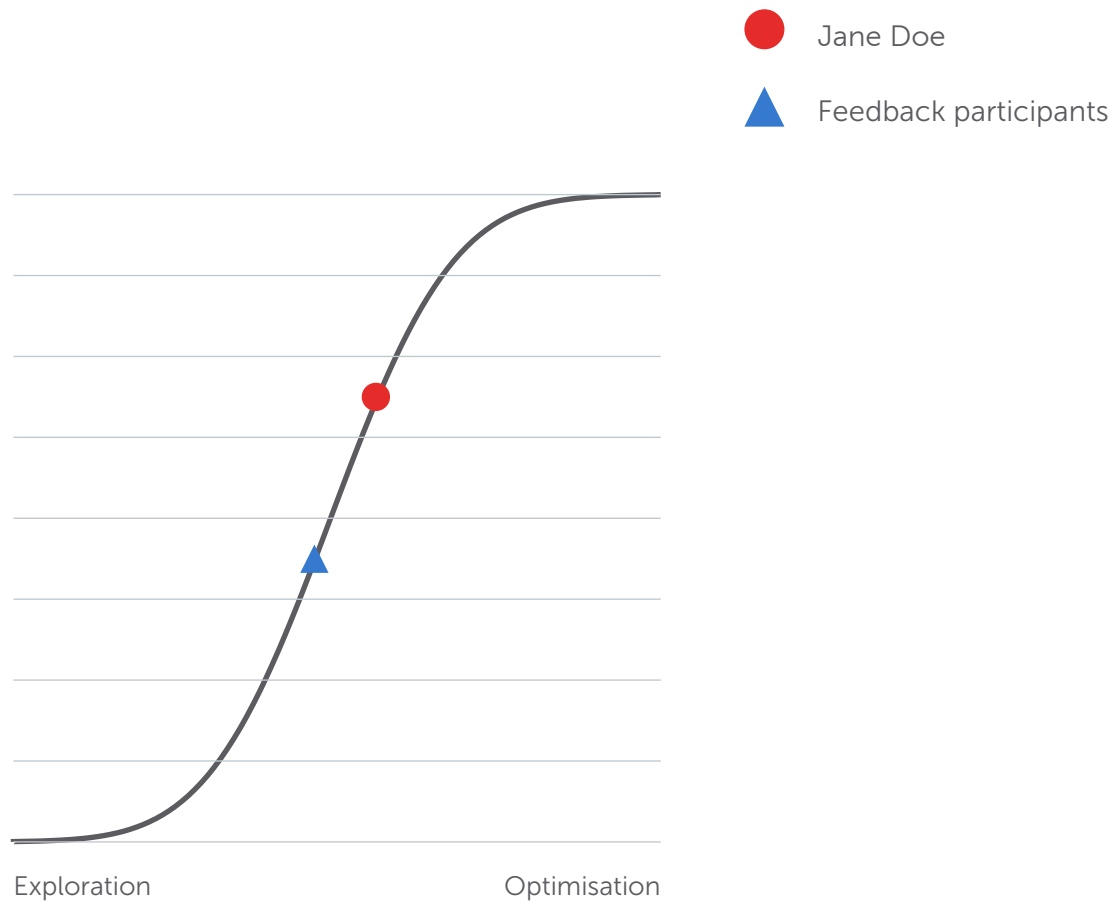
The "Exploration"-dimension runs from left (Optimisation) to right (Exploration).

The axis "Managing Complexity" runs from low (Specialist) to high (Generalist).

Growth-Curve graphical representation

Participants / Groups

Growth-Curve






The Growth-Curve is related to the "Exploration Dimension" in the AEM-Cube. Here that dimension is mirrored: where in the AEM-Cube "Exploration" is positioned to the right and "Optimisation" to the left, in the Growth-Curve they are reversed.

Someone who is energised by a more exploratory contribution scores to the right side of the AEM-Cube; because this person contributes to the earlier phases of the Growth-Curve he or she is represented lower (and thus more to the left) in the Growth-Curve.

Someone who is energised by a more optimising contribution scores to the left side of the AEM-Cube; because this person contributes to the later phases of the Growth-Curve he or she is represented higher (and thus more to the right) in the Growth-Curve.

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.

Jane Doe - Self-Image of Jane Doe		
Dimension	Percentile	N = 1
Exploration	29	
Managing Complexity	58	
Attachment	25	

Jane Doe

Individuals with this AEM-Cube profile...

Produce performance patterns that are:

- Intermediately optimising
- Content-focused
- Intermediately generalist

Have a passion and talent for:

- Re-enforcing things; have a drive to stabilise things
- Improving, extending and making more efficient proven things, procedures and/or connections
- Focusing on, working with and understanding concepts, products and processes
- * Bridging; focusing on the bigger context without losing sight of their area of interest

Naturally:

Work well on impulse - they enjoy spontaneous situations that call on their ability to quickly assess their resources and then take appropriate action. They love to get practical about institutionalising concepts, content, approaches, brands, products etc. They are structured practical thinkers, who understand logically how things work, seeing in their head how the pieces fit together and applying all their knowledge to take into consideration things like stress factors, strengths of resources, the life span of materials, the realistic use of solutions and so on.

Demonstrate the following personal effectivity traits:




- Focus on the expression and development of their own skills and learning to integrate into the wider system
- Aptitude and interest for multi-disciplinary work
- Co-operate fully with a diversity of people: widen their focus from themselves towards others
- Contribute, through their skills and competencies, to a growing, diverse environment
- Have a feel for the diversity of interdependencies amongst people
- Naturally work in a multi-disciplinary context; act as integrators; keen to examine many perspectives
- Can provide strong leadership as they have the competency to manage multiple views simultaneously
- Reach beyond their core competency by integrating their ideas with those of others; appreciate the diversity produced
- Become more of a generalist as they develop, leaving behind their own area of expertise
- Balance the effort they invest in their wider environment with their own needs for development and growth

Produce outcomes that serve to:

- Re-enforce: solidify and make what has become actualised earlier in the process of growth more efficient - a contribution which is optimal to the middle and later stages of the process of growth
- Associate: pay attention to most of the growth process; interested in a diversity of contributions to successfully complete it; move from 'our goals' to 'my goals'; focus on understanding and connecting multiple areas of expertise

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.

Feedback participants - Feedback Image of Jane Doe		
Dimension	Percentile	N = 3
Exploration	51	
Managing Complexity	81	
Attachment	53	

Feedback participants

Individuals with this AEM-Cube profile...

Produce performance patterns that are:

- Intermediately exploratory
- Intermediately relationship-focused
- Generalist

Have a passion and talent for:

- Actualising things; have a drive to explore
- Testing, refining and working out ideas, possibilities and/or connections
- Understanding the needs of customers and colleagues and connecting these with concepts, products and processes
- * Integrating; taking on a generalist role and connecting their area of interest with other areas

Naturally:

Organise people in such a way that they bring about change in a natural way. They have a unique talent for helping people get along with each other and work together for the good of all. In order to achieve their goals, they rely on friendly cooperation. They are organised and imaginative thinkers, creating a personal and meaningful work environment for a team. By following their intuition, they find new possibilities to grow the work and contribution of a team. They see the best in people, thus establishing trust, confidence and self-esteem within the team.

Demonstrate the following personal effectivity traits:

- Thrive on diversity, integration and working in a multi-disciplinary environment
- Comfortable with managing dilemmas and paradoxes
- Particularly able to cope with complexity and ambiguity
- Sensitive to their environment and able to link their expertise to it; whether team, organisation, colleagues or society
- Primary team contribution is through their integrative ability
- Patient in pursuing results if they suspect that a slower route would bring more depth and substance to the outcome
- Prefer an influencing style over a controlling one, even in projects that are under great time pressure
- Integrative approach is likely to enhance their relationships, particularly in complex situations, when these can often be under strain
- Sensitive to the interdependencies amongst people; consciously pay attention to these at all times
- See a seamless connection between the past, present and future













Produce outcomes that serve to:

- Actualise: test and make real what has been pioneered earlier in the process of growth - a contribution which is optimal to the middle and early stages of the process of growth
- Integrate: look at the complete current and the following growth processes; have attention for all different contributions; move from 'our goals' to 'my goals', unite and integrate all required areas of expertise

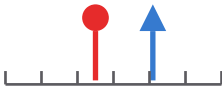
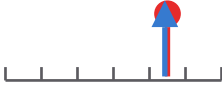






Item Overview: Jane Doe

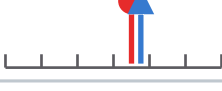


● Jane Doe

▲ Feedback participants

Exploration		
Optimisation		Exploration
relies on routines, rules, structures or habits		innovative, trailblazing, curious, inquiring
inclined to maintain the status quo		open to new experiences, sees them as opportunities for discovery
trusts in the way things were done in the past		in uncertain or unfamiliar situations, curiosity wins over fear
uncomfortable in strange and unfamiliar situations		enjoys exploring new situations
needs a predictable and structured life		proactive, self-directed, becomes restless if things do not change
reactive, tends to follow		seeks challenges that stretch abilities
avoids unpredictable situations, sticks to well-worn paths		unconventional, dislikes it when existing procedures or practices block a new idea or approach
has difficulty coping with new or unfamiliar situations		is prepared to take on new situations
traditional, tends to conform		creates own opportunities, actively shapes own future
guided by what is practical and realistic under the circumstances		guided by a vision, idea or dream of the future and new possibilities
main aim is to avoid risk		accepts the risk of failure when undertaking something new
feels attracted to predictable situations		feels attracted to unpredictable situations

Managing Complexity		
Specialist		Generalist
attaining self-knowledge is not a priority		actively seeks self-knowledge
underestimates the value of criticism from others		open to criticism from others and handles this constructively
could make more effective use of own life experiences		makes effective use of own life experiences
has difficulty dealing with conflicts, difficult choices, and dilemmas		does not avoid choices, dilemmas and conflicts, and helps solve them in a sincere way
underestimates or overestimates own importance and influence		has a balanced view of own importance and influence
needs to learn how to learn and/or develop the ability to learn from others		has learned how to learn and demonstrates the ability to learn from others
is not seen as consistent and dependable in word and deed		is seen as consistent and dependable in word and deed
has difficulty handling other people's opinions effectively and any opposition to own ideas		respects the opinions of others, including opposition to own ideas, and uses these effectively
short-term goals are not generally guided by long-term priorities		generally sets short-term goals based upon long-term priorities
cannot forgive others, or forgives them too easily		able to forgive others, even if this is difficult
partially or fully loses perspective in uncontrollable and complex situations		maintains perspective in uncontrollable and complex situations
does not always keep to agreements or is too pedantic about them		keeps to agreements without becoming pedantic
accepts little responsibility for his/her own actions		accepts a large degree of responsibility for his/her own actions
underestimates the added value of interaction between people		believes that people are mutually dependent on each other
does not naturally seek solutions in which everybody can win		naturally seeks solutions in which everybody can win

wants to be understood before understanding others		wants to understand others before being understood
is impatient or is so extremely patient that situations and/or problems are left to solve themselves		is patient, but does not leave situations and/or problems to solve themselves
wants to be perfect and does not allow himself/herself and/or others to make mistakes		realizes that making mistakes is unavoidable and consistently learns from them
looks at situations from only one point of view, makes rash judgments		approaches situations from different angles before forming a final judgment
is too positive or too negative in his/her view of life		has a realistic and constructive approach to life
often neglects to admit mistakes or make apologies		is not ashamed of apologizing for mistakes and is sincere in this apology
is not seen to make clear choices and/or does not act consistently with them		is seen to make choices and act consistently with them
success can make him/her lose sight of the bigger picture, paying too little attention to the risks of success		can enjoy success, but remains cautious and never takes it for granted
has little self-control and self-discipline or is excessively strict with himself/herself		has clear self-control and self-discipline without becoming obstinate and inflexible

Attachment		
Content-focus		Relationship-focus
forms strong attachments to things: objects, concepts, theories or principles		forms strong attachments to people
more interested in things than people		more interested in people than things
the presence of others is less important, emotionally		the presence of others is important, emotionally
prefers working alone, rather than with other people		prefers working with other people, rather than alone
does not put much energy into maintaining relationships with people		puts considerable energy into maintaining relationships with people
does not have strong emotional ties with people		has strong emotional ties with people
loss or departure of people with whom he/she had a relationship leaves him/her somewhat indifferent		loss or departure of people with whom he/she had a relationship is an emotional experience
forgets people if there has been no contact with them for some time		remembers people clearly, even if there has been no contact with them for some time
remains detached from people and can easily part from them		becomes very attached to people and does not want to lose them
unemotional, behaves rationally		emotional, displays feelings to other people
a common task or formal structure forms the basis for working with others		personal relationships form the basis for working with others
finds it difficult or impossible to understand others' needs and emotions		empathises with others' needs and emotions