H. Arne Maus

Getting People Right

Forget About Motivation —
Focus on Productive Engagement!

An organisation is only as good as its people — and
the level and quality of their mutual respect.
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Acknowledgements

I want to thank Barbara Walther, Jürgen Wulff, Geoff Dowell, Darren Stevens and Prof. Dr. David Scheffer, for their unwavering support in the writing of this book. Thanks also to my editor, Katrin von Bechtolsheim, and to the participants in my training sessions for their many suggestions.

I dedicate this book to:

Sabine
Tobias
Daniel
Angels

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PREFACE

Leadership is about supporting people while they cope with change. Management is about implementing change. Leaders set the course, while managers make plans and set budgets. Leaders develop and combine the strengths of their employees; managers recruit and organise employees. Leaders motivate. Managers control. Leaders look out for opportunities; managers look out for constraints.

A well-led company needs both leaders and managers. This book will help to identify the potential benefits of both leadership and management and to distinguish one from the other.

This book will also show how to find the right employees — not the ones who make the best impression — and then to find the ideal way to lead them. It is becoming increasingly difficult to hire good employees; because of demographic factors alone, we are heading toward a severe shortage of skilled professionals.

You will learn about the difference between **motivation** and **engagement**. This book shows, why motivation is not enough. Today, we can measure engagement within an organisation and demonstrate the kind of productivity it leads to. In this way, we also show the leverage points for improving engagement and productivity.

This book will also support coaches and trainers as they provide their clients and participants with more intensive and more effective guidance toward lasting success.

Finally, it is worth mentioning that the principles presented here are dealt with exclusively in professional context. However, you can find all of the described preferences in both private and professional life.

Note:
Since later chapters build on previous ones, the ideal way to use this book is to first read the entire book through from beginning to end. Then it can serve as a useful reference for looking up specific topics.

CHAPTER 12

Profiling Thinking Preferences

It is possible to determine thinking structures through targeted questioning, listening and observation in the context of a structured interview. With this kind of procedure, an experienced interviewer can ascertain how strong a person's individual preferences are. This procedure, however, is not only expensive but also prone to error. This is due to the fact that we all project our own way of thinking onto others, as in the case of the company consultant who saw the desire to solve a problem as being goal-oriented. Even with all my experience, I do not always trust myself to assess the thinking preferences of another person with guaranteed accuracy. Even I have the tendency, like everyone else, to project my own preferences onto others.

In a training session I once led, I had the participants perform an exercise in which each participant was supposed to determine the sensory channel of their partner. Since one participant was absent, I took part in the exercise. When I was asked, I told a story about my latest stay in Barcelona. I told how I felt while strolling down the middle of the Rambla on a warm day. I told how I felt when I walked past all the street performers presenting their little shows, such as the mimes, who reacted with jerky movements when someone tossed money into the can they had set out, etc.

On the basis of what I said, the lady who was interviewing me classified me as being visually oriented to a high degree, although I had with conscious intention not used a single visual word. She had probably taken my statements, inwardly transferred them into her own preferred system and thereby came to this assumption. This is what is called projection. She had interpreted her own way of thinking as if it had been mine.

It is intrinsically more meaningful to determine thinking structures by means of standardised, computer-supported questionnaires. A sheet of paper is objective. And for some people, the results are more credible when they see them in

writing and can hold them in their hand. This serves to remind them that they filled out the questionnaire themselves and raises the credibility and acceptability of the results.

The Identity Compass is a software-supported profiling system which functions online as well as offline. It measures the preferences in thinking and acting described earlier, as well as the extent to which they are fulfilled in the work place. It helps the user to better understand the way they themselves think and the way other people think and act. People see themselves in their profiles at a level of 95 to 100 percent. This is all the more amazing, because it is not simply basic tendencies of the personality that are revealed, but rather over fifty different and quite specific preferences in thinking and acting.

This makes it a profiling system which, technically speaking, takes types and thinking preferences and mixes them together. How is this?

There are three basic problems with which every profiling system must recognise and take into account. People answer the questions the system asks in three different ways:

1. as they think it will be advantageous for them (social desirability),
2. as they would like to be, but are not (wishful thinking) and
3. as they think they are, but are not (flawed self-assessment).

The preferences in the success strategy, "Vision", "Realisation" and "Quality control", are, strictly speaking, also types. Yet these types are defined in the thinking preferences described earlier. When using type models, people normally see themselves in these models to a degree of 50 to 60 percent. This means that at least half of each of the defined thinking preferences for "Vision", "Realisation" and "Quality control" must be applicable to a person who is classified as that respective type; otherwise, they have answered incongruently. A prerequisite is of course, that the success strategy and the defined thinking preferences are determined using separate questions.

The meta-scales (see the section "Meta-Scales", p. 129ff.) also indicate, among other things, to what extent someone

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has answered in a way that is socially desirable. By making these calculations, we have created here a precise measuring instrument which reveals at a glance any attempt to answer the questions in a more positive light.

As already discussed in the chapter "Requirements of a Profiling System", the questions must have a high degree of selectivity. If the questions are not truly selective, it will not be possible to tell what the subject is responding to. This is the reason why we needed a full five years to develop the 108 questions for determining the thinking preferences. Over the course of time, I have examined the questions of various profiling systems and have discovered words which could prompt a person to choose a particular response from the list of possible answers for various thinking preferences. In these cases, one does not know to what the person is responding.

As of the end of 2018, the Identity Compass was available in 40 countries and in nineteen languages. Among these, English, German and Spanish each count as one language, even though different versions are available for different variations of each of these languages. Work is underway to provide more languages.

During its twenty years in the market, the Identity Compass has been shown to have the following primary areas of application:

- Coaching (individuals and groups)
- Training/Personnel Development
- Aptitude Diagnosis: Recruiting/Analysis of Potential
- Assessment: Screening before the Assessment or Substitute for the Assessment
- Modelling (learning from the best)

When this book is used in conjunction with the Identity Compass system, however, the knowledge that each and every person can get out of using this profiling system will be incomparably greater. I have a client who had previously worked with many other profiling systems, and, after two years of experience with this software, he called me just to tell me, "Hey Arne, the Identity Compass is not years ahead of the competition, it's light years ahead."

12.1 Valid Results

The Identity Compass has been thoroughly researched and proven as an instrument for measuring thinking preferences.

Reliability

The internal consistency has been optimised according to Cronbach's alpha and falls between .70 and .95, with an average of .80. The Identity Compass thereby fulfils strict scientific criteria.

Validity

Studies done in collaboration with Prof Dr David Scheffer show that the Identity Compass correlates with implicit personality structures. It has been repeatedly validated in comparison with NEO-FFI (Big Five), CPI, MBTI, OMT (Operand Motivation Test), CFT (general intelligence) and by peer-rating. It shows substantial correlations with classic personality tests. These correlations, however, are not so high that the Identity Compass itself has be characterised as a personality test. The average level of correlation is about .40. The Identity Compass clearly has its roots in classic personality theory, it is nevertheless essentially more differentiated, measuring characteristics that are not quite as stable or as consistent over time as personality. For this reason, it is perfectly suited for use as the basis for coaching.

Objectivity

The objectivity of the Identity Compass is inherent in its nature, since it involves an analysis that is completely software-supported. Qualified consultants will immediately see in the profile, whether the client tried to produce advantageous results for himself or answered incongruently.

Tendency for Credibility

The software by its nature displays a tendency to ensure the credibility of the answers given during the test.

Verifying the Results in Conversation

By using a set of additional questions, the results can be verified in the context of an informal conversation.

12.2 The Purpose

Whenever we want to move from where we are to somewhere else, it is vital to know where we are starting from. In navigation then, we use a compass for setting a direction of travel that will take us from where we are to where we want to go.

1. Finding Your Position

A compass is an important instrument for establishing the current position. A compass needle will show different angles depending on our current position.

2. Setting Direction

A compass can also be used to show the direction in which other paths might lead. Even when we all have the same goal, we must each still set a somewhat different course, because we each have a different location as our starting point.

This is exactly the purpose of the Identity Compass. To this end it can be used to analyse preferences (in the Professional Edition) and the motivation that an individual gets from their work (in the Job Motivation Edition). The research has been done within the context of professional situations. In this sense, the Identity Compass is a tool for taking stock of work situations; it shows how a person prefers to think and act in their job in order to solve problems or reach goals. It thereby allows very specific conclusions to be drawn concerning the way a person can pursue further personal development and where the greatest potential for development may lie.

On the following pages, there are a series of graphs from a sample profile. This is the profile in which we first recognised the concept of burn-out. In addition to this, it is possible to see from this profile, among other things, that it does not involve a manager, but rather a team-oriented actor, and that this person likes to change jobs every five to seven years. When we looked at this woman's actual life, all of this proved to be true.

POSTSCRIPT

In 1995, I was invited for the first time to give a lecture on preferences, which in the terminology of Neuro-Linguistic Programming (NLP) are called meta-programs. As a trainer, I expected myself to fully understand the subject that I was speaking about, but I found that I had some questions about these preferences that I could not answer. I later asked the same questions of other trainers, people who were acknowledged experts in the field, and none of them could give me answers. On the contrary, they told me these questions were not appropriate to this context, and they would only lead me down the wrong path.

After I had spoken with a number of trainers, I gradually came to believe that there might actually be no answers to my questions. Then, in a meeting with Robert Dilts, the leading mind in NLP worldwide, I posed the same questions and this time, surprisingly, got a different answer: "Interesting questions, Arne. I don't have the answers either, but I'm sure there must be some."

This was the beginning of a fruitful collaboration between Robert and me. He provided me with extensive research materials from which I developed the first version of the Identity Compass and did the first tests. In the process, I formed another important contact, this time with Bert Feustel. He, too, made considerable amounts of material available to me by working as co-developer of the questions in the Professional Edition. This was a period of numerous telephone exchanges and lengthy discussions between Bert and me about particular words. In this way, little by little, the Professional Edition of the Identity Compass came into being.

In the summer of 1998 I started the development of the software. To my relief, the programmers let me know that all my requirements to make the software reliable were quite simple, and that the program could be ready within fourteen days. Unfortunately, it soon became clear that a project of this scope demanded more time than anyone thought. Finally, in June of 2000, after nearly two years, the first truly functional version of the Identity Compass was released. Four program-

mers had given their best work to this project and had developed an impressive product. To this day, the program continues to be improved and developed further.

Most importantly, the later developments of the Identity Compass have been further improved through scientific participation and guidance, so that it conforms with strict scientific criteria.

Please contact us at:
IDENTITY COMPASS
International GmbH

Phone +41-(0)44-200 5309
Fax +41-(0)44-200 5336

info@identitycompass.com
www.identitycompass.com

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Photographs and Graphics

Cover graphic by Fotosearch

"People in Desert": photo by Pixabay, processed by H. Arne Maus

Photo of the author on the back cover: Sigrid Riemer

All other graphics created by H. Arne Maus

H. Arne Maus explains in his book the building blocks of thinking and how to understand people in a better way. Learn why people do what they do. Learn the difference between managers and leaders and how the profiles required for each of these roles may be identified. In addition, Arne Maus shows the influence of thinking preferences in professional situations and how much you gain by taking them into account when hiring. The aim is to find the right person for the right job - this increases the efficiency of the workplace and at the same time the job satisfaction in the corporate cultures - be it at the level of the company, the department or the team.

You will learn the difference between **motivation** and **engagement**. This book shows why motivation is not enough. Today, we can measure engagement within an organisation and demonstrate the kind of productivity it leads to. In this way, we also show the leverage points for improving engagement and productivity.

The author is the developer of the Identity Compass® system, and in his work, he has set his focus on measuring thinking preferences. By identifying these preferences, whether they are those of managers, leaders, employees or even customers, a company can discover new ways to measure motivating and de-motivating factors in the working environment and to create ideal working conditions for employees. Not only will this increase workplace efficiency, it will also enable the company to find intelligent ways to reduce personnel costs.

This book will also support coaches and trainers as they provide their clients and participants with more intensive and more effective guidance toward lasting success.

H. Arne Maus is an experienced management trainer and coach and works as a consultant to major corporations in industry and commerce. H. Arne Maus is known worldwide as a leading expert on thinking preferences and how to understand people. He has trained managers, coaches and trainers around the world.

In 1994, he founded Identity Compass International, a network of consultants that utilise the Identity Compass® system. H. Arne Maus continues to be a member of Identity Compass International and devotes himself primarily to the research on thinking preferences.