

H. Arne Maus  
Dr. Darren Stevens



# 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.*

Arne Maus

- Chapter 8 -

4th Edition

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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 organize 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 even measure the engagement within an organisation just as well as the leverage points to improve the engagement.

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.

**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.



### Cognitive development – not Personality!

(This chapter was written by Dr. Darren Stevens and Barbara Walther)

Up to this point, the cognitive intentions have been considered individually and in combination and what choices and capabilities result from them. This chapter is about the emotional and cognitive development of the human being. Instead, the general ability to deal appropriately with a higher degree of complexity of both tasks and environments is key, as is the flexibility to interact successfully with different people in the professional environment. In other words, the extent of an individual's personal development is more important here than the existence of, or even specialisation in individual skills. This is also colloquially referred to as a person's level of maturity.

Many researchers such as Piaget, Kegan, Laske and Loevinger have done research on levels of cognitive complexity development. Not only do children go through different stages of development, but personal development continues throughout adult life. While developmental psychologist Robert Kegan focused on the social-emotional responses of his participants, philosopher Otto Laske showed that there is a difference between cognitive and social-emotional complexity. Darren Stevens from Coventry University wanted to know if the Cognitive Intentions would map to these two perspectives. We need both cognitive and social-emotional skills to be able to assess the results of our activities in a balanced way. This also helps with understanding how we construct our thinking both emotionally and cognitively. The temporal course of development has been described, among other things, in the form of stage-based models that echo one another. And many traditional religious systems, such as Buddhism, Hinduism

or the Kabbalah, have also described similar lines of development through observations over time.

Almost no one is aware of this development in themselves, as it takes place over longer periods of time. In addition, it is difficult to really observe oneself objectively.

However, if you ask yourself the following questions, you can get closer to your own development: *What makes me, as I am today, different from the person I was ten years ago? How has my thinking changed during this time? Or how do I shape my relationships differently today than ten years ago? To what extent has my conscious awareness changed and increased in relation to my intentions, my choices, my decisions and (re)actions?*

One answer could be: Ten years ago, I always fitted in with the group and thought that if the others said it, it was probably true. (TQ3 according to Kegan/Laske, see chapter 8.1) Today I can form my own opinion and am comfortable if others disagree (TQ4 according to Kegan/Laske). This answer shows very clearly how differently the relationship with others can be experienced and thus shaped. The question Stevens would ask here is: *was it a conscious change, or did it form out of new habits?* And when it comes to filling a management position, for example, it makes a big difference whether the future manager thinks this way or that way, given comparable professional aptitude. In this instance, the individual would certainly find it difficult to develop an independent opinion and even to defend this position against the group consensus.

In his doctoral thesis, Darren Stevens investigated how the individual developmental stages in adulthood described by Kegan can be mapped with the cognitive intentions described earlier. This resulted in the development of the Thinking Quotient profile tool.

## **8.1 Thinking Quotient:**

### **Social-emotional development after Kegan**

With “Levels of Adult Development”, Robert Kegan created a developmental theory that allows us to better-recognise the individual stages of the growth process - and the opportunities that arise from them. Kegan understands development from infant to mature adult as a process that oscillates between two poles: between the drive for independence and the desire to belong. His stages reflect this dichotomy with an increasing level of objective choice.

With each developmental step, the person is more and more able to take on other perspectives and keep them in focus on an equal footing. This increases flexibility in one's own thinking and behaving. The person can thus deal better with ambiguity and complexity, which means that in a business context, potential conflicts are managed more productively than before.

The stages TQ0 and TQ1 are assigned to child development and are therefore not described here. The following is derived from Stevens' research on Cognitive Intentions in his dissertation and Kegan's stages. It explains which stage we are at and how we can develop from there using Cognitive Intentions and the four pillars of CDT (Constructed Development Theory, developed by Dr Darren Stevens): Intention, Awareness, Choice and Response™.

### **Thinking Quotient: TQ2 - Self-Sovereign Mind**

#### **Construction**

Unaware of any patterns in their thinking. Every issue is either black or white. Thinking would focus on immediate Own, Caring for Self, Internal, Values, and be out of awareness as they are unconsciously driven by self-interest.

#### **Thinking Style**

Unaware of any thinking style thus unable to think about long term or other people's feelings. Their focus is predominantly on

own needs and habituated thinking. Cannot do second position as they are stuck in their “Own” position. Own, Caring for Self, Internal.

### **Cognitive Intention**

Unaware of their opposite Cognitive Intention. Focused on using the same Cognitive Intentions that have always worked for them. To develop, they should develop the capacity for alternative perspectives.

### **TQ2 in practice**

People at TQ2 behave in the face of contradictions rather mechanically. Typical for TQ2 car drivers: When they notice that they are being overtaken, they accelerate involuntarily. There is no real comprehension of others, and this will be apparent in how they present themselves in company. From a relationship perspective, their needs will be met first, which might mean manipulation of the partner, or blatant selfishness. This is because they cannot put themselves in their partner’s shoes to feel what they feel.

In a business context, their focus is on earning money and what’s in it for them, in the moment. They will follow the process that has always worked, never really deviating from it to try new things. That would be too risky.

As a boss, they will be more focused on getting the task done than the feelings of the people doing those tasks.

## **Thinking Quotient: TQ3 - Socialised Mind**

### **Construction**

Constructing themselves according to other people's needs. External locus of evaluation. Influenced by other people’s expectations. At work, they take on the values of the organisation.

### **Thinking Style**

They are predominantly concerned with group membership and an external standard of judgement: Through the dimensions of Partner and External, which are important in this style of thinking. They focus on the feeling of belonging to the group/community. This can be done below the threshold of awareness. Most

importantly, they cannot change their external focus. They are not sure of their own values, their orientation, their own worth as a person and their abilities. They feel the needs of others as their own. This discrepancy troubles them.

### **Cognitive Intention**

Due to the preference for Partner, External, Caring for Others - they are primarily focused on the needs of other people. They are devoted to cultural and collective ideals.

### **TQ3 in practice**

In practice, they want people to like them and do not have an independently-constructed sense of self to feel good about. They are loyal and try not to break the rules of the organisation for fear of letting people down. As they are made up of their beliefs, this will be evident when talking to them. Emotion might rule their position, and as such, we might notice a lack of logical thinking surrounding their problem areas. In a relationship, they will do more for their partner than themselves. This can be an issue, but is also cultural to a high degree. Are they capable of seeing beyond this limitation? Not really.

In the work environment, their work is mainly dominated by the wishes of the employer. They identify with their work because they are absorbed in fulfilling the wishes of others. A separation between the self and the work is not recognised. A supervisor at this level will care more about how employees feel while completing the task than about getting the task done. They care more about being liked than being the boss. They see themselves as a good father/mother to the company.

## **Thinking Quotient: TQ4 - Self-Authoring Mind**

### **Construction**

Fully self-authored decision-maker whilst also respecting the thinking and feeling of other people. Strongly committed to own values and ideals. Able to synthesise conflicting ideas.

### **Thinking Style**

People with TQ4 begin to question the extent of their own

fallibility in relation to their own value system. They are aware of their own history but do not give it the same importance as in the other levels.

Questions own values and benefits from other people's thinking. Engages in flow, increasingly succeeding in questioning oneself. Is willing to relinquish control and take risks. Open to revealing one's own point of view.

### **Cognitive Intention**

They balance the preferences Internal/External and Own/Partner. This gives them the ability to choose in the respective context.

### **TQ4 in practice**

In practice, people at Kegan's level 4 have achieved all that people at the third level have achieved, and they have additionally created a self that also exists outside their relationship with others. They have an inner set of rules that shows itself in their outward behaviour. As a result, they could be perceived as somewhat more arrogant than people at level 3, but that would be a false labelling. A supervisor at this level would be a good boss because of these inner rules. They would fight hard to protect their rules. This orientation would help them work to make the company function according to her inner vision. However, they may not be an excellent diplomat because if other people do not understand their rules or do not see the need to follow them, they may be so fixated on their own way of doing things that they are limited by their values.

In a relationship, they see themselves as equals, regardless of whether their partner understands this or not. They are responsible for their own experiences and happiness, so they are not dependent on their partner. This manifests itself in more independent relationship behaviour.

## **Thinking Quotient: TQ5 - Self-Transforming Mind**

### **Construction**

People with TQ5 see patterns, not problems. Since they decide

for themselves how to shape their personality, this affects their awareness and understanding of the nature of shaping itself. Life-long learning, conscious pursuit of their own values are typical characteristics. Complexity is also not a problem for them. Since their thinking is so different from that of the majority of people, their perspective is often seen as unusual and they are simply not understood.

### **Thinking Style**

They are aware of the nature of their thinking and, depending on the context, are free to choose whether to take care of themselves or others. They usually manage this effortlessly. They sometimes forget their own level of action, which is so different, and can thus leave other people behind in their thinking.

Depending on the requirement, they can switch in the moment and from a position of choice. They are aware of how to lead the conversation and are able to put their own needs aside for the good of the whole.

### **Cognitive Intention**

There is a balance between self-care and care. Balanced in their Cognitive Intentions and they can choose which of the following dimensions to use, Self-Partner-Observer, Global-Detail, Abstract-Concrete.

They see patterns, not problems because they know that the problem is constructed at the same level as the individual's level of complexity. They are aware that development is in the dialogue with others.

### **TQ5 in practice**

In practice, TQ5 people tend not to be noticed for their towering intellect, but for their peculiar habits. One thing that manifests in experiential terms with others is their ability to not see differences at the level of their colleagues, but instead, see across the inner systems to notice the similarities that are hidden to others. Their thinking is not black and white: it is shades of grey. We will notice when talking with them how they offer opinion based on degrees of certainty, rather than absolutes, which can look like a wishy-

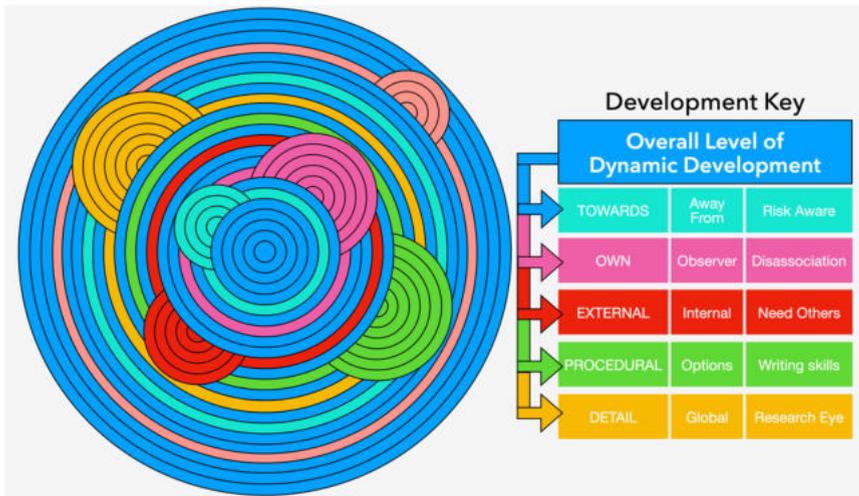
washy perspective to the less-complex thinker.

Business owners at this level would mediate conflict with ease, seeing the myriad patterns of disagreement as a puzzle, not an issue. Finally, they would remind others of their interconnectedness on the grander scale.

## 8.2 Awareness Quotient: Dynamic Responsiveness

Dr. Stevens mapped the individual Cognitive Intentions of the previous chapters to Kegan’s principles in order to show how each stage could be deconstructed from a position of Intention, Awareness, Choice and Response.

The basic idea being, the more complexly we can think, the better able we are to cope with adversity. The outcome of this construction is how we respond to the environment in the moment. It is always useful to have a visual illustration of these principles, so below we can see the Development Onion. In simple terms, this is a visual representation of the process of Dynamic Intelligence. Stevens calls the output of this process: Dynamic Responsiveness.



*Constructed Developmental Onion*

Essentially, the Development Onion offers a visual framework for vertical growth using our awareness of the fifty Cognitive

Intentions. One of the problems with stages or scales, as used in almost all development psychology theories, is the idea that 5 is better than 4 is better than 3, and so on. Kegan's scale will suffer from this, as will Laske's. However, Laske does state that it is not a case of being a "better" thinker, but simply being a different thinker.

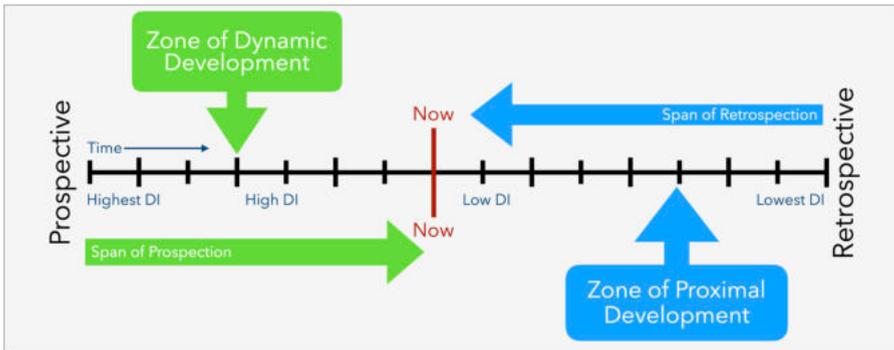
Stevens showed that the principle behind the onion avoids the inherent assumption of betterment (5 is better than 4) on a numbered scale as mentioned. This is because there is only the client's score for Internal being impacted when they focus on External instead. So, it is not a case of their construction of self is "better" than mine because they are more aware of their Cognitive Intention use: it is simply that they have more Awareness of their Internal/External balance.

However, one could argue that a level of awareness is a scale, and each ring of the onion is a step up to a higher level of choice. This is what Stevens did, which led to the creation of a new scale of self-awareness that focuses on the differences between the Cognitive Intentions only, rather than applying them to Kegan's scale.

And it is still useful to know how aware someone is of their Intention, Awareness, Choice and Response. It represents a level of awareness of the level of awareness.

In other words, on Stevens' new scale behind the Awareness Quotient (AQ), one person might score AQ5 while another might score AQ9. This simply tells us that the client with the AQ9 score has a higher level of self-awareness than the client with the AQ5 score. Or in other words, he is more able to achieve a balance between the Internal and External dimensions than the person with AQ5 who has no balance in this thought structure. This means that the Dynamic Responsiveness in AQ9 is greater than in AQ5. This is particularly evident when dealing with complex situations.

Dynamic Responsiveness would look like this if we were to visualise it.



*Dynamic Intelligence Awareness Model*

The Zone of Dynamic Development (ZDD), shown in green in the figure, enables the client to make a certain degree of prediction. The idea behind this is: people who are able to recognise more complex interrelationships and include them in their thinking can assess long-term developments as well as feedback and interactions more correctly. This increases their scope for decision-making and thus also the quality of their decisions. This is the actual definition of Dynamic Intelligence.

Constructed Development Theory (CDT) determines how aware a person is at any given moment, how much their thinking and behaviour is bound to habits and how much they have the choice to change this (through the use of cognitive intentions). All this is measured by the Awareness Quotient (AQ) as a process of Dynamic Intelligence.

The description of the Awareness Quotient stages below pertains to how someone would think if their score came out at this level. It is impossible to determine the individual nuances of their thinking available at AQ5 as there are literally more than  $36 \cdot 10^{18}$  combinations of Cognitive Intentions. Here, Stevens outlines the thinking construction. The drivers for each person could thus be different. No other system offers this kind of detail.

## **Awareness Quotient: AQ5 - Self-Unaware**

### **Construction**

Usually, an AQ5 or lower is unaware that construction is even possible. They are unaware of any construction and of any

patterns. They act mostly out of habit.

### **Thinking Style**

Conceptually simple, 'black & white' thinking. They use identity statements as if they are real, such as: I am a [insert title here]; Their beliefs about self are reinforced by further belief, not necessarily evidence. They hold their beliefs as gospel. They do not recognise we are a construct and can be constructed differently. Conventional; judgemental; sentimental; rule-bound; stereotyped; feelings only understood at low level.

### **Cognitive Intention**

AQ5 is unaware of their opposite Cognitive Intention. Instead, they are focused on using the same Cognitive Intentions that have always worked for them.

### **AQ5 in practice**

This stage of Awareness is embodied by the very black and white nature of their thinking in the moment. They lack the capacity to notice the opposite view and insist that their way is the only way. For example, if they are Internal and they are offered an alternate, External, perspective, they will not see it. The explanation will fall on deaf ears.

When faced with decisions, people of this level of consciousness always follow the thinking style that brought them to that point. In business, for example, this means that they will choose the procedures that hold the fewest deviations. There is no real growth as they do not see the need for this if everything is working the way it should.

Depending on which Cognitive Intentions are out of balance and thus which drive the rest of their behaviour, they will not get the need to strive for balance in their thinking and behaving from a Dynamic Intelligence perspective.

Unlike Kegan's system where Stage 2 thinking is Stage 2 thinking, in Stevens' system, an AQ5 individual could have a myriad of drivers as each Cognitive Intention pair that has a difference of more than 40% will be the reason for the limitations, and the low AQ score. Furthermore, it does not matter which scale is 40 %

higher, whether, for example, External is higher than Internal or vice versa. The issue of imbalance is paramount, but the direction of Intention will determine different outward behaviours. This is why it is important to know the construction of their thinking before offering any interventions.

The main behavioural difference one would notice would be the adherence to specific patterns of thinking that result in habituated responses in the moment. If they only do Procedures, they will always follow a process, regardless of the context. If they only do External thinking, they will always subsume self to the opinions of others. One will recognise their behaving by these stuck and obvious pattern

## **Awareness Quotient: AQ6 - Cultural Unaware**

### **Construction**

At AQ6, the individual is still open to constructing their sense of self via their group membership. They are not aware that group membership has a profound impact on who they are and how they are. Belonging is part of their identity, and as yet, they have not discovered how to separate themselves from it. In some extreme cases, they construct their selves based on how other's construct them. When External is high, their culture can be a family, an organisation or a country. It is the principle that is key.

### **Thinking Style**

Mutuality in relationships. Emerging rudimentary awareness of inner feelings of self and others, which would be their main coaching path out of AQ6 to AQ7. They are limited by their low-level reflections on life issues and find it hard to separate themselves from their context. They might have an incipient awareness of inner conflicts and personal paradoxes, without a sense of resolution or integration.

### **Cognitive Intention**

The key aspect of their Cognitive Intention combination is the lack of balance but growing awareness of some aspects of their construction. With guidance, they could move to AQ7 after feedback.

## **AQ6 in practice**

At AQ6, the individual has more choice than a person at AQ5, however, their score is still not at balance between the important Cognitive Intentions. A typical profile in this range would still exhibit large differences between those Cognitive Intentions that determine how big their thinking is, or how they must follow certain procedures. There is little choice in these, regardless of the direction of Intention in their Thinking Style. One might be very Procedural and another might be very Options, but both are limitations in context.

At this stage, there is still an embedded sense of culture which shows in their Thinking Style and behaving patterns. Met in an organisation, they do not separate themselves from the company's culture very well.

In order to notice a behavioural difference, one needs to be at a level between AQ7 and AQ10, or their stuck patterns cannot be seen. Once the patterns are identified, one can recognise the specific cognitive intentions that interfere with them the most, as they have the least balance between them. Usually, these will be within the top 13 Cognitive Intention pairs, as these have the largest impact on our Awareness Quotient score according to Dr Stevens' research.

## **Awareness Quotient: AQ7 - Cultural Awareness**

### **Construction**

A person at AQ7 is still susceptible to the unconscious group identity but is more than capable of recognising the separation of self from their group.

### **Thinking Style**

They recognise their position within their culture, including all levels, such as country, community, organisation or family. They might still construct their sense of identity as part of that in-group, however they are moving away from a group identity and need only a minor awareness-raising to fully recognise the constructed nature of their belonging. Illustrating a more Own and Internal perspective would work for them.

Identity is key and moving away from a socialised aspect of construction is fundamental to vertical development in the individual. They still value Affiliation over Achievement, however relationships are seen as interdependent rather than as dependent/independent.

### **Cognitive Intention**

Their Intention is to gain balance between Internal/External and Own/Partner and increase their ability to choose which is more useful in context. They might still have Relationship over Task, when balance would be a better organisational outcome.

### **AQ7 in practice**

At AQ7, an individual's capacity to choose in the moment how they Respond to stimuli is becoming much more apparent, and where one might have been limited at AQ6 between the main Cognitive Intentions combinations, the individual here has a larger degree of choice in all the *Cognitive Intentions*.

There is a substantial qualitative difference between AQ7 and AQ6. It shows that the individual has a much greater grasp of their construction of their Thinking Style. AQ7 has a more profound relationship with the core Cognitive Intention combinations than at AQ6.

Thinking is becoming a choice action. As we develop a better understanding of our construction of self, we gain a greater capacity to think about our thinking in the moment. We are now spiralling upwards as our awareness of those Cognitive Intentions that eluded us at AQ6 become more balanced. Greater balance means increased construction capacity, which leads to better thinking about our thinking as adults.

It is here that we begin to understand our separation of self from culture and can actively choose not to be bound by family, organisation, peers or culture. Each becomes a choice.

This can upset family members who are embedded in AQ5 or 6 as they cannot see the separation which can be seen here now, and thus they do not understand where an AQ7 is going, metaphorically speaking.

Construction of self is becoming easier. This also translates to seeing the construction of others a little easier too. Where once people confused one with how and why they did certain things, now it becomes rather obvious as one transcends their level and can see their hidden patterns. Other people's behaviour is no longer a mystery to AQ7's.

## **Awareness Quotient: AQ8 - Self-Aware**

### **Construction**

An individual at AQ8 is aware of the constructed nature of self. They are able to construct themselves in the moment up to a point. This point is usually higher than the majority of the population, so be aware of how they construct their thinking.

### **Thinking Style**

They are typically aware of the nature of their Thinking Style and able to choose to be Caring for Self or Others-oriented in context. They have a heightened sense of individuality and no emotional dependence, as they are aware that emotions are also constructed. They understand and are aware of self and others, with a vivid and unique way of expressing self. They have a much fuller sense of identity, able to reconcile inner conflicts, and integrate hypocrisies. They are growth motivated, seeking to actualise potential capacities, and to understand their intrinsic nature. They aim to achieve integration and synergy within the self. They can discern Thinking and behaving patterns. Finally, they cherish their individuality.

### **Cognitive Intention**

They are a lot more balanced between Caring for Self and Caring for Others than AQ6 and AQ7. This extends to being balanced in their driver Cognitive Intentions and they can choose which to use in the moment.

### **AQ8 in practice**

People at lower levels begin to lose their connection with AQ8 thinkers because those almost have a choice at the moment. An AQ6 could only keep up with AQ8 responsiveness on an

unconscious level. However, if they came from AQ7, the stretch would be enough to lift their thinking to the next level, even if they do not stay there.

Once the AQ7 person has dipped their toes in AQ8, they will know which Cognitive Intentions need to change in order to reside there permanently. This knowledge will draw the AQ7 person to the next level over time.

However, an AQ8 person in an organisation will be in a position of power, not because they want the power - it is a choice for them - but because their thinking is sufficiently complex that the people in charge will have recognised their capability and promoted them to the most appropriate level of the organisation.

This has other ramifications. For example: where they might make business decisions that have a longer span of discretion than the average employee can see, their decision-making process might be questioned by subordinates if they cannot see the how or why of the decision. This is because the subordinate does not see Future, Long Term, Global and Abstract in the same way. By virtue of the AQ8 score, they do see these Cognitive Intentions and when making decisions based around their use, they will inevitably leave some people at the lower levels behind. Their capacity to see patterns is greater than the lower AQ levels and this sometimes causes an issue for the lower levels.

Also, where their Thinking Style is practically at choice, their construction of self is becoming easier, and as such, they are not prone to worry about External validation by their peers, as they recognise everything and everyone is a construction. They also recognise that others will be constructing them, using their limited AQ level, and will thus be wrong. This might make them seem aloof to the average person, but it is borne of an understanding that all constructions of others is inherently wrong.

We will recognise an AQ8 not by their arrogance, as this would be our construction of their state, but by their unwavering sense of individuality.

## **Awareness Quotient: AQ9 - Self-Constructing**

### **Construction**

Moving through Self-Aware (AQ8) we actively become conscious of the construction of self in the moment. As we choose how we construct ourselves, this impacts our awareness and understanding of the nature of construction itself. The recognition that “self” does not exist and it is a nominalisation, as is “personality”.

Once someone understands that Ego is a nominalisation and a construction, and with sufficient Awareness, we can choose to construct ourselves differently, the label of "Ego" disappears. The capacity to include group belonging or separation is a choice not available to the lower levels. One's capacity to construct their thinking from a position of Intention, Awareness, Choice and Response is apparent here, and our position as a constructor is exposed to others at our level. This impacts how we recognise others' capacity to do the same.

### **Thinking Style**

The Thinking Style and thus personality is at choice. True conceptual complexity displayed and perceived. AQ9 can see the broadest perspective and can discern thinking and behaving patterns. They might be concerned with self-actualisation, if they weren't already aware that actualisation is a constructed outcome. But they are. They recognise the systemic nature of all relationships in each system.

### **Cognitive Intention**

An AQ9 is balanced across all major Cognitive Intentions: Own-Partner-Observer, Global-Detail, Abstract-Concrete, and so on. The duality or multi-layered systemic dependence of each perspective and response is seen and the person recognises that depending on perspective or cognitive intention, the opposite may also be true and the opposite response may be meaningful or purposeful.

## AQ9 in practice

Because people with AQ9 are able to construct their "personality" according to the occasion, people of other levels may not feel comfortable in their presence because they never know which "person" will be facing them. An AQ9 person has a degree of control to be the person they want to be in that interactive moment.

Another aspect of AQ9 is the individual's ability to recognise when they are 'towards' or 'away from'. Understanding these nuances distinguishes AQ9 from the stages described before. The conscious decision to "go towards" or "away from" is only made by those who are fully aware of their cognitive intentions at that moment.

Seen from the environment: One might take it personally when the supervisor is at AQ9 and seems to be harsh with someone, but they didn't mean it personally. Realising that the interpretation of their intention is wrong, they are happy to leave the instructions as they are.

They can construct others in the moment too, to suit their needs. Hence why their instructions might not seem obvious initially, but this is due to the fact that their pattern recognition is balanced far beyond our own and as such, they can see our limited patterns (as well as limited patterns within patterns, such as how three Cognitive Intentions interact as a set thinking style) and might choose to stretch their subordinates in their work environment right where they need it most. This is despite the fact that they didn't know they needed to be stretched there in the first place.

Their capacity to construct themselves from a position of Intention, Awareness, Choice and Response allows them to see this in others even when others cannot see it in themselves. At AQ9, this is like a super-power in social situations such as work or social groups.

In other environments, such as cultural and familial, seeing the limitations of others' Thinking Styles is also a curse. When the person at AQ9 notices someone who does not do Global, for example, they are mindful not to offer information that requires a

more Global perspective. A person at AQ9 will face the challenge of having to communicate one or more perspectives so that all feel taken along and understood and can and will follow.

It is important to remember here that culture and family are also constructions, and a person at AQ9 is almost capable of constructing both around their construction of self.

The AQ9 person knows that the environmental psychological perspective is a construct derived - in almost all cases - from a lack of awareness of the construction of self and environment. They would therefore not presume to attach meaning to the different primary interests of others, knowing that these constructs would be mislabelled.

However, this brings us onto an imbalance in CDT where it states that others cannot construct someone else as the construction will inherently be wrong. However, at AQ9, the individual's capacity to construct another is borne of their capacity to construct themselves, and this leads to a much higher pattern recognition than 95% of people are capable of. This translates to the idea that their construction of others is probably more accurate than that person's construction of self, unless they have been profiled by the Awareness Quotient! If one are residing at AQ9, only around 10 people on the planet will be capable of constructing them accurately. They are those 10 people (in the world) who are legitimately at AQ10!

## **Awareness Quotient: AQ10 - Construct Aware Construction**

The recognition that everything is constructed, from self to culture to politics and one is capable of seeing the construction and the pattern within the system and beyond the system. The individual at AQ10 is aware that we construct contradictions, which means neither position is "better". This position is therefore a journey, not a destination. AQ10 has the capacity to face and cope with inner conflicts because those conflicts are constructs. Thus, they have a high tolerance for ambiguity and can see conflict as

an expression of the multifaceted nature of people and life in general. In other words, there is no ambiguity or conflict. They are respectful of the autonomy of the self and others around them.

### **Thinking Style**

The best way to describe the thinking at AQ10 is: fluid. It changes from requirement to requirement in the moment and from a position of Choice. As mentioned, the contradiction is constructed on all sides, which leads to fluidity in thinking.

### **Cognitive Intention**

AQ10 is able to choose which Cognitive Intention is needed on the fly, according to the context and environment. They welcome Dissonance as a growth factor. They are uniquely aware that change is inevitable, and we do not grow without disruption.

### **AQ10 in practice**

An AQ10 can construct the territory, not just the map. AQ10 is not a destination per se, but a journey. This is akin to Maslow's self-actualisation but with the understanding that even self-actualisation is a construction. At AQ10, one is able to construct their environment to match their construction of self. This is the opposite of what the other levels are capable of.

To add to this perspective, once an AQ10 person constructs their environment to suit their construction of self, their construction of self becomes fluid enough to adapt in the moment to the changing needs of the constructed environment.

This is due to the fact that when we are capable of seeing the underlying constructions that constitute self, other, organisation, family, culture and so on, any conflict is inherently also a construction and thus an expression of the multifaceted nature of the territory (the level above the map). People at the previous AQ scales are more likely to have problems with their own limited agency or the usefulness of their being. However, AQ10 people know that the problem is always a problem of construction. It is then further limited by the individual's level of self-construction.

This means that AQ10 can cope with the ambiguity of life, as it only seems ambiguous to the rest of us. At AQ10, the patterns

that constitute ambiguity are also seen as a construction. It is simply a pattern we cannot discern at AQ7, but they can as their balance is far greater than ours. Their Dynamic Intelligence is far greater than ours, and this has its advantages in a multi-faceted and complex world. What looks like chaos to us is simply a high-level pattern of construction we cannot yet see.

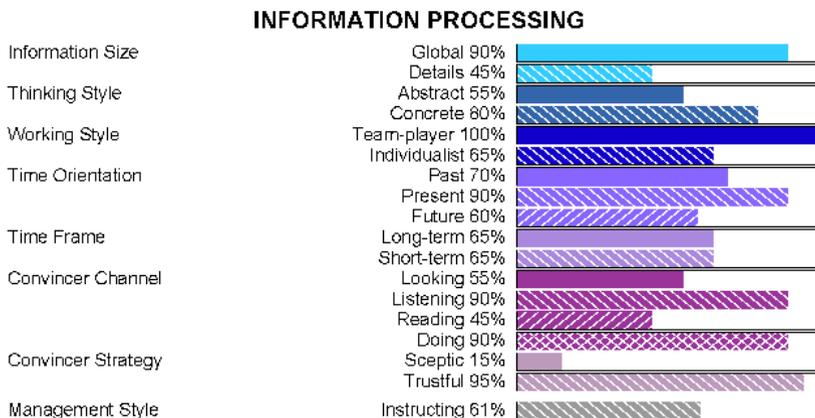
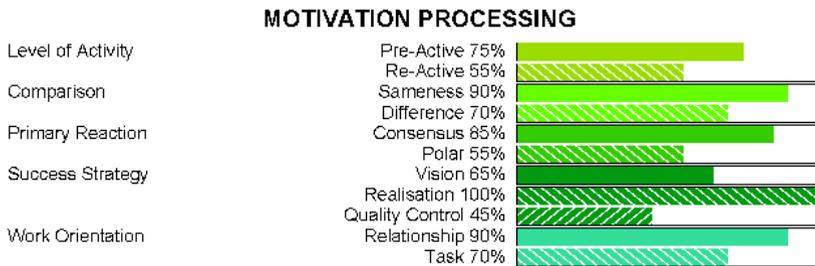
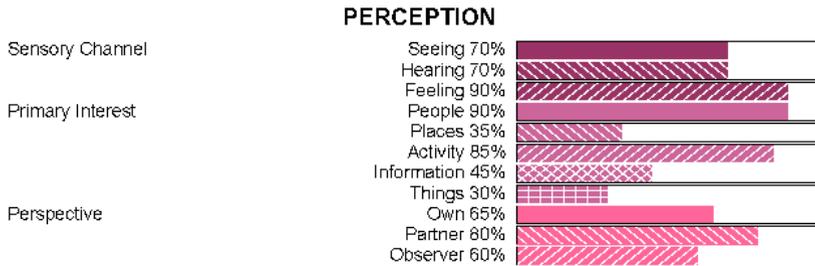
## Cognitive Developmental Outcome

*“Will is only free at the point of Awareness” – Stevens, 2021*

In the current times, managers have to deal more and more with a complex, uncertain, ambiguous and rapidly changing world and make decisions. The higher a leader is in the organisational hierarchy, the more crucial their ability to deal with it. The worst thing that can happen to a company, however, is to promote or hire precisely those employees into management positions who make a good impression but do not have the mental flexibility to deal appropriately with the current challenges. This is called the Peter Principle: “In a hierarchy every employee tends to rise to his level of incompetence.” When a sales manager leaves a company, the top management usually chooses the best salesman as successor. However, the job of a sales manager is quite different from that of a salesman. Thus, it is very easy for the new sales manager to fail. If this happens, he will not step back, but leave the company too. Then the company didn't lose only the sales manager but also their best salesman.

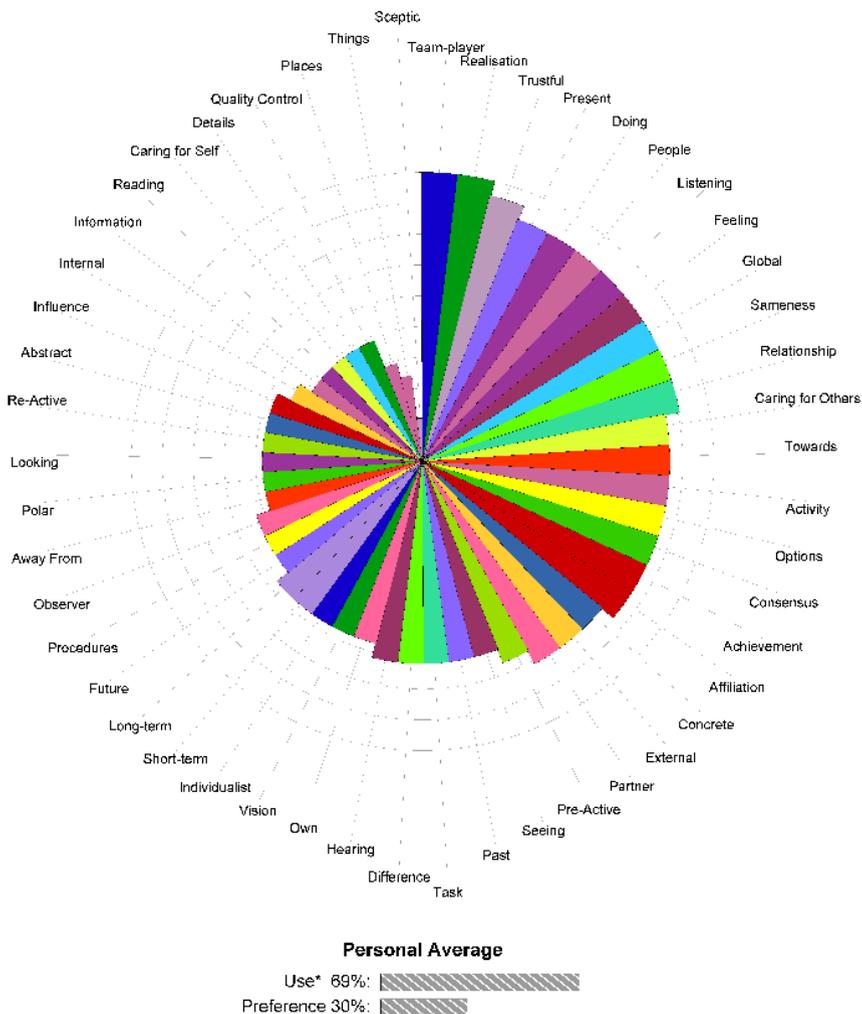
## 13.3 Sample Profile

### Overview #1 of the Cognitive Intentions



# Overview #2 of the Cognitive Intentions

## Overview of Your Preferences



\* The percentage is usually between 60% and 70%.  
 A higher or lower percentage is not worse or better, but different!

# Overview of the Combinations

## Conclusion

### Your Values

#### Target Values

1. Fun
2. Acknowledgment
3. Cooperation
4. Honesty
5. Self-Realisation

#### Sustaining Values

1. Fairness
2. Honesty
3. Acknowledgment
4. Cooperation
5. Consensus

#### Thinking Quotient

**TQ 3.19**

#### Awareness Quotient

**AQ 4.71**

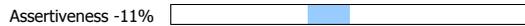
### ReScan

#### Four Sides of a Message

Four Sides of a Message

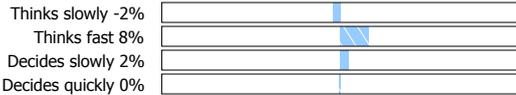


#### Assertiveness



#### Speed

Speed in Thinking



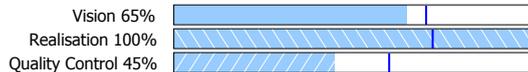
#### Attitude

Resourcing Energy



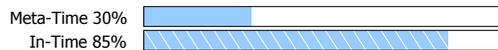
#### Congruency

Success Strategy



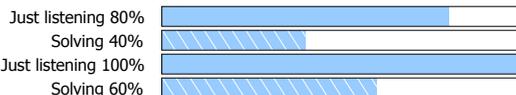
#### Time

Timeline



#### Listening

Listening to others



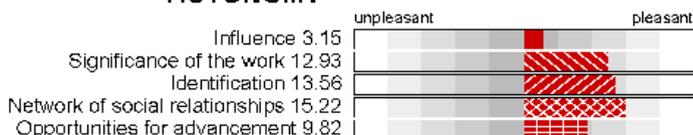
#### Accepting Responsibility

Assignment



# Overview of the Working Climate

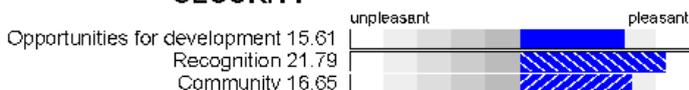
## AUTONOMY



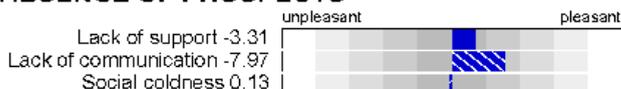
## DEPENDENCY



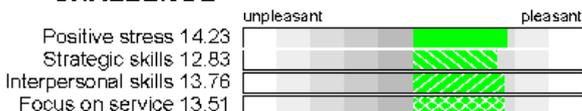
## SECURITY



## ABSENCE OF PROSPECTS



## CHALLENGE



## POINTLESSNESS

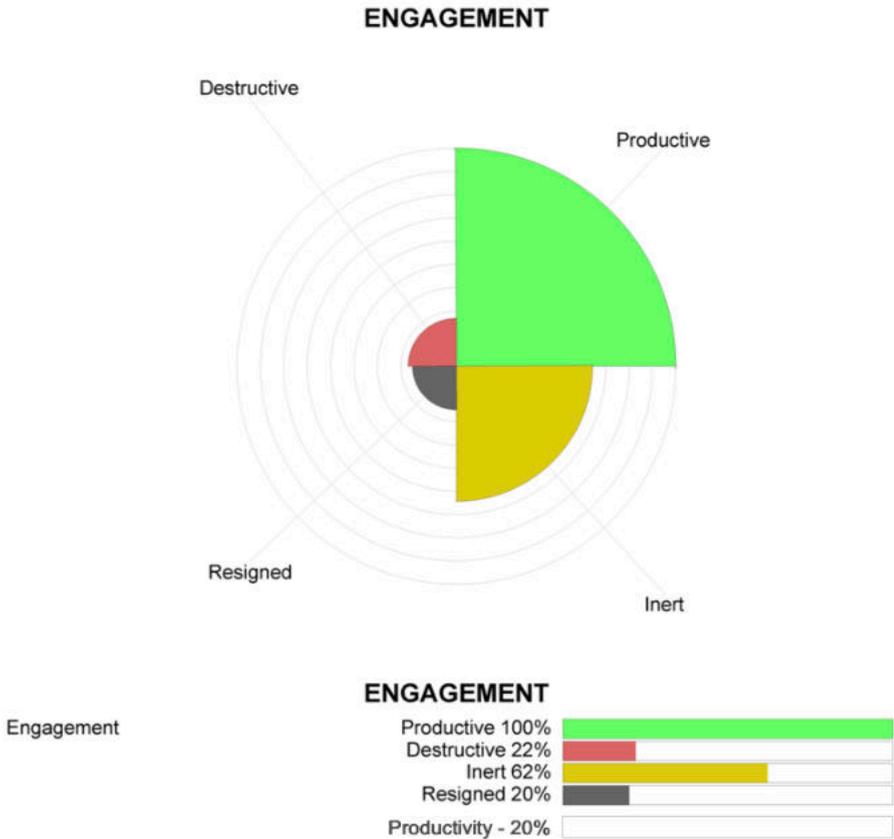


Values that are experienced as being pleasant are represented by a bar that runs from the centre to the right; those experienced as unpleasant by a bar that runs from the middle to the left. This mode of representation is independent of the plus or minus sign. Negative values under 'dependency', 'absence of prospects' and 'pointlessness' show that there are no demotivating factors. If there are no demotivating factors, this will in general be experienced as pleasant, so here the bar goes to the right.

You took 46:38 (mm:ss) to answer the interview version CH JP 441f German

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## Overview of the Engagement



**Notice:**  
The results here do NOT reflect the thinking and the behaviour of individuals, but how they perceive their professional environment.

Above image shows, even though the organisation is very productive, there are some parts that are destructive, inert and resigned. This reduces the productivity to -20%!

## Postscript

In 1995, I was invited for the first time to give a lecture on Cognitive Intentions. 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 Cognitive Intentions 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 thought leader in his field 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 programmers 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. As of now it is running completely in the cloud, so there is no need to install anything on a computer. You can run it even from your smartphone.

Most importantly, the later developments of the Identity Compass have been further improved through the participation and guidance of scientists, so that it conforms with strict scientific criteria. Three doctoral theses on the Identity Compass have now been published.

In 2020, Dr Darren Stevens completed his doctoral thesis based on the Identity Compass. This enabled him to prove once again that the Identity Compass is scientifically well founded. Furthermore, he was able to establish a new scientific discipline within psychology. He discovered that the Identity Compass can be used to measure how aware someone is of their own thinking and to what extent it is deliberately constructed (see Chapter 8).



Please contact us at:  
IDENTITY COMPASS  
International GmbH

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

[info@identitycompass.com](mailto:info@identitycompass.com)  
[www.identitycompass.com](http://www.identitycompass.com)