EUM _Existential Universe Mapper_

Exploring Leadership Orientation

Through the EUM lens

Reflexive Lenses Consulting

contents

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about this report

This report gives your orientation towards three leadership dimensions. These are -

FOCUS ON TASK

i.e. Issues such as goal achievement, performance excellence, operating efficiencies, structural arrangements, systems & processes, control mechanisms, skills and competencies etc.

FOCUS ON PEOPLE

i.e. Ensuring their well-being, motivation levels, adherence to humanistic values, forging strong emotive links with them as also between them, creating an ambience of trust and commitment etc.

FOCUS ON SELF

i.e. Creating space for self-expression, own dreams and vision, subjective wisdom & intuition, personal angularities and preferences etc.

These three dimensions both support and conflict with each other. Leaders differ in the relative emphasis they put on each of these three dimensions.

The Section 1 of the report describes how these three dimensions are configured in your case.

The interplay of these three dimensions creates eight basic leadership orientations. Section 2 looks at your current configuration on these eight Leadership orientations. A brief description of these orientations is given in the Annexure. The eight orientations have been paired into four Polarities.

the eight leadership orientations have been paired in four polarities.

PRESERVATION	**VS.**	**TRANSFORMATION**
PERFORMANCE EXCELLENCE	**VS.**	**HUMAN CONCERN**
CONTROL	**VS.**	**EMPOWERMENT**
OBJECTIVE RATIONALITY	**VS.**	**SUBJECTIVE SENSING**

These polarities only represent a "contrary pull" They are neither mutually exclusive nor two ends of a continuum. In other words, a person can be simultaneously high (or low) on both sides of the polarity.

Section 2 provides a brief description of each of these polarities, before looking at your way of engaging with them- how they are presently configured in you, how you experience them in other people, what shifts are you seeking to make, and what could be some implications of your score pattern.

Section 3 puts together your overall leadership orientation, main areas of Strength as also suggests issues which you may like to work upon.

one

~ All scores on a scale of 0 to 100

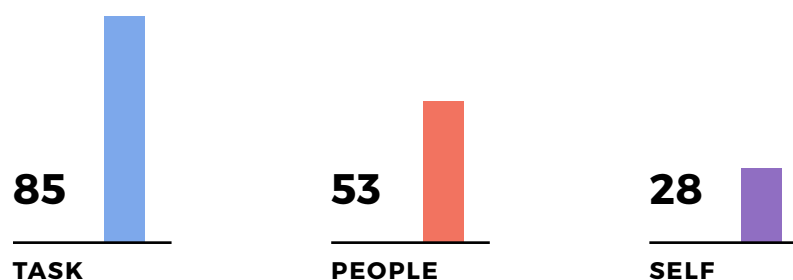# your scores on the three leadership dimensions are as follows:

85
TASK

53
PEOPLE

28
SELF

overall pattern

Your primary emphasis seems to be on the Task dimension, followed by Self and People dimensions. Consequently, in most situations your first priority would be on the needs of the Task. You would expect everyone (including yourself) to dedicate themselves to the Task and also look after their own best interest. Thus, you will try and create conditions wherein people can join each other in pursuit of personal/collective goals, and relate to each other in a professional manner.

You are likely to be most comfortable in situations where you are in the driver seat and have a reasonably clear idea of the path ahead. Your engagements with others are likely to be professional and functional but depersonalized. This would work well, with people who are competent, self- driven and have a strong sense of autonomy. However, people who have high need for guidance and direction may not find it easy to grow out of your shadow.

On the other hand, people with high need for emotional connect, may not feel very comfortable in working with you. Your high focus on Task will lead you to expect a certain standard of performance from

your colleagues, which they may not find easy to meet. However, given your low emphasis on concern for people, you may not find it very easy to empathize with them or appreciate their unique limitations. Consequently, you run the risk of being perceived as insensitive, non-caring and over-demanding.

Given your high focus on Task coupled with moderate focus on Self, you are likely to place high emphasis on attributes such as autonomy, self-reliance and personal responsibility. While you will ensure that people receive their "legitimate due" i.e. commensurate with their contribution, attributes such as empathy and compassion would be relatively less important for you. Your primary mode of influencing others will be through "logic" and "assertion" rather than "persuasion". Thus, people are likely to hold you in "high esteem", but will find it difficult to forge close, intimate link with you. This may come in the way of building a "shared vision" which could become a source of inspiration for you and others.

In the following paragraphs we will look at each of the three dimensions separately.
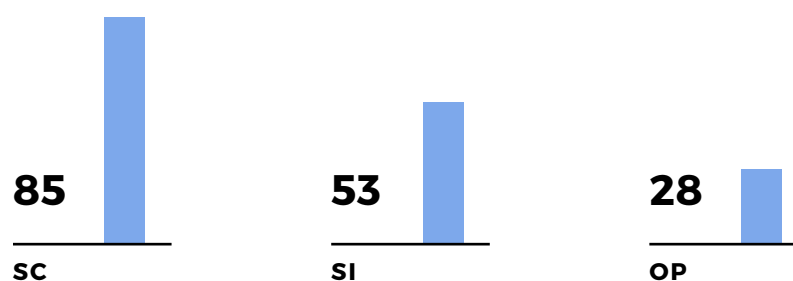
SC   The way I see myself

SI   The way I wish to be

OP   The way I see people in general

~ All scores on a scale of 0 to 100

task

your score pattern for this dimension is as follows:

85   **53**   **28**
SC   SI   OP

You seem to have high engagement with this dimension and see it as a significant differentiator between yourself and others. It also appears that you value this distinctiveness and would like to retain it.

This score pattern suggests that high engagement with Task is a "given" for you and you feel quite comfortable about it. Consequently, you are likely to bring considerable energy into task situations but carry some disappointment that your enthusiasm is not shared by others. This can at times put considerable burden on you as the primary anchor of the task needs of the system. You may also find it difficult to trust people for their competence and intent, without first testing them. While this protects you from potential disappointments, it can also foreclose opportunities for collaboration. Some of the questions that you may like to explore are: **a) Is the high engagement with the Task dimension, a compensation for some other lacuna? and b) what kind of partnerships would you like to build?**
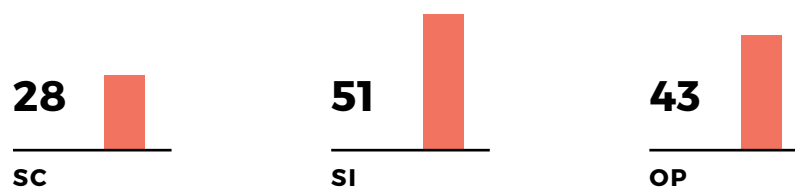
SC   The way I see myself

SI   The way I wish to be

OP   The way I see people in general

~ All scores on a scale of 0 to 100

people

your score pattern for this dimension is as follows:

28   **51**   **43**

SC   SI   OP

Your engagement with this dimension is low. While you do not see it as very prominent in other people also, relatively you find it higher in them than yourself.

It also appears that you wish to enhance your engagement with this dimension.

This score pattern suggests that you regard your relatively lower People orientation as a lacuna and would like to invest into it. This could be stemming from a need to broaden your horizon. It is also possible that you may be feeling that inadequate investment in "people skills" has hampered the actualization of your potential - both in terms of what you can offer to the context, and what you can receive from it.

One of the questions that you may like to explore is: **What are the doubts and apprehensions which prevent you from going beyond "functional and professional" relationships and forging emotive links with people?**
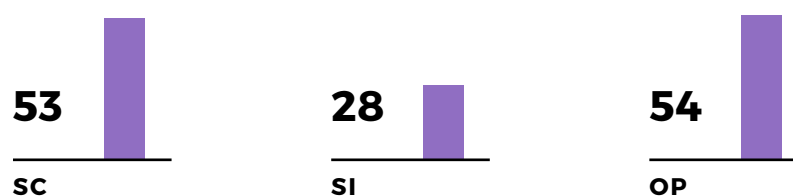
SC   The way I see myself

SI   The way I wish to be

OP   The way I see people in general

~ All scores on a scale of 0 to 100

self

your score pattern for this dimension is as follows:

53   **28**   **54**

SC   **SI**   **OP**

Your engagement with this dimension is moderate, almost the same as you what you see in other people. It also seems that you wish to reduce your engagement with this dimension.

This score pattern suggests that you believe that preoccupation with the Self is a bane of most people, including yourself. However, you wish to reduce its influence on you. This indicates a wish to subordinate your needs / desires for the sake of larger good. It could also indicate a search for a mission to which you can dedicate yourself. Your wish to reduce your engagement with this dimension may also be stemming from a desire to have a more harmonious, amicable and intimate interface with your context.

One of the questions that you may like to explore is: **Is your desire to reduce your engagement with this dimension stemming from a proactive need for expanding your horizon OR is it a wish to avoid any potential strife which self-centricity may entail?**

your engagement
with the 4 polarities.

section two

two

NATURE OF THE POLARITY

All systems have to engage with two seemingly opposite needs- the need to preserve themselves as they are, and the need to continuously transform. The polarity arises from a paradox. In order to survive, a system must keep evolving, but simultaneously, in order to evolve, it must first survive.

Leaders differ in their engagement with this polarity. Some try to co-hold / balance the two sides, whereas others have a marked preference for one of the two sides.

preservation and transformation

Leaders who lean towards the side of Preservation, ensure that all potentially disruptive forces are kept at bay. Their emphasis is on contentment, amiability, smooth interfaces, stable relationships, continuity of existing practices and resolution of conflicts through adjustment and compromise. While they are very effective in stable conditions, they run the risk of not being able to keep pace with a turbulent and dynamic context.

On the other hand, Leaders who lean towards the Transformation side, envision a future state and push the system towards actualizing it. Their focus is on the unrealized potential of the System, experimentation and exploration, channelizing the creative potential of conflicts, risk taking and proactively responding to the opportunities and threats of the environment. They help the system to find freedom from the captivities of the past and also in channelizing its potent restlessness in a meaningful direction. However, they also run the risk of not paying adequate attention to the inherent strengths and weaknesses of the System, and thereby destroying a lot which is worth preserving without creating a viable alternative.
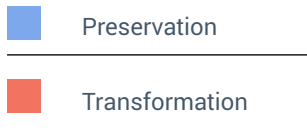
■ Preservation

■ Transformation

~ All scores on a scale of 0 to 100

YOUR SCORES:

SC	27
	52

SI	25
	36

OP	27
	52
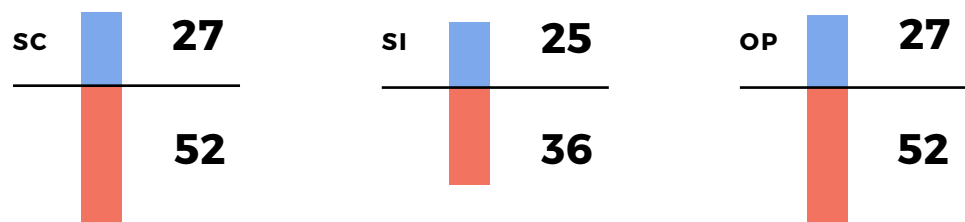
your orientation

your score pattern suggests the following:

Your score on the Transformation dimension is moderate but higher than your score on the Preservation dimension. This suggests that your innate preference is to let things evolve without too much disruption. Thus, you are more likely to play the role of a catalyst rather than being an active propeller in the change process. While this will ensure continuity and a degree of prudence, you will need to ensure that your endeavor has sufficient energy and intensity. Failing which, you run the risk of compromising the vision that you may have for the context.

You seem to view most other people as much more Preservation-centric than yourself. Consequently, you are likely to urge people to get out of their "comfort zone" and explore/experiment with new ways. In this endeavor, you will need to be careful that you pay sufficient attention to preoccupations and anxieties which may be blocking the desired movement.

You seem desirous of reducing your Transformation orientation. This could be because of a sense of fatigue/ disillusionment, arising out of feeling "alone" or "un-replenished". It is also possible that you have become weary of "change for the sake of change" and are seeking to reconfigure your vision/ ways of actualizing it, in a way which is more meaningful both for yourself and the system at large.

NATURE OF THE POLARITY

All systems have to deal with the competing pull between demands of performance excellence and the need for Humanistic values. This duality arises from the fact that all systems are purposive human communities i.e. they have an instrumental / task dimension as also a human dimension. These two dimensions have an interdependent relationship - on one hand they support each other, but often they also conflict with each other.

Leaders differ in how they engage with these two dimensions. Some try to co-hold / balance them, whereas some show a marked preference for one of the two sides.

performance excellence and humanism

Leaders who lean towards the side of performance excellence tend to view the System primarily through the lens of utility / instrumentality. Consequently, they focus on skills and competencies, contribution to task fulfilment, achievement of results, healthy competition among members, investments in new learnings, continuous improvements, willingness to take hard decisions, individualized reward systems, etc. While they help in ensuring that the System remains focused on achieving high performance benchmarks, they run the risk of not paying adequate attention to the invisible waste which gets generated through unhealthy human dynamics.

Leaders who lean towards the side of Humanism, tend to view the System as a human community. They pay great attention to feelings, needs, desires and expectations of people. Consequently, their focus is on forging intimate relationships, promoting goodwill among members, sensitivity and empathy, and ensuring that people decisions (e.g. rewards and punishments etc.) do not create ill feelings among people. While they are able to generate a healthy ambience, they run the risk of not pushing the System enough and settling for sub-optimal performance.

Performance Excellence

Humanism

~ All scores on a scale of 0 to 100

YOUR SCORES:

SC 89
23

SI 45
52
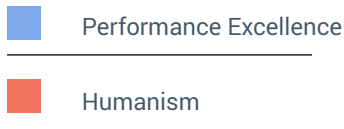
OP 52
30

your orientation
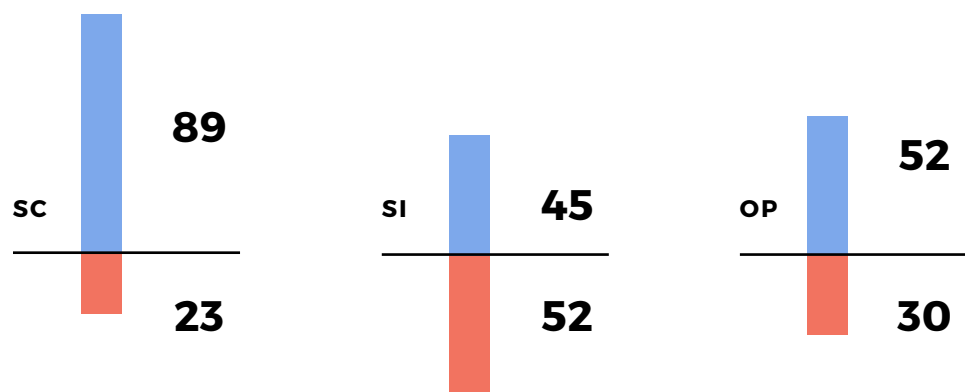
your score pattern suggests the following:

At present you seem to have a strong leaning towards the side of Performance excellence. Consequently, you are likely to be governed primarily by factors which have a direct bearing on the performance of the system i.e. goal directed movement, requisite skills and competencies, systems and processes, accountability for results etc. However, in this process, you need to ensure that you don't ignore the human side.

You seem to believe that most other people are not as Performance- centric as you are. Consequently, you are likely to take it upon yourself to push for high performance standards. You are also likely to be vigilant that people decisions are made strictly on the basis of merit

and contribution. In your endeavor to ensure that the system does not become complacent, you need to make sure that you do not collude with processes which undermine the human dimension.

It appears that you wish to enhance your humanistic orientation and reduce your Performance excellence orientation. This suggests that you are seeking a more holistic/balanced perspective, as also exploring ways and means whereby the two can be supportive of each other, rather than being antithetical.

NATURE OF THE POLARITY

Every system requires that its constituents operate in a reasonably Controlled (predetermined, predictable and consistent) manner. Simultaneously, these constituents (individuals, groups, departments etc.) need to be Empowered to deal with the demands of a dynamic and unpredictable environment, as also to experience ownership of the task at hand.

Leaders differ in how they engage with these two dimensions. Some try to co-hold/balance the two sides, whereas others show a marked preference for one of the two sides.

control and empowerment

Leaders who lean towards the side of Control, like to have a firm grip on the system. Consequently, they focus is on homogeneity, uniformity of processes, close monitoring of each sub-systems, compliance orientation, error proofing, sharing of information on the "need to know" basis, quick resolution of differences, unity of command and individualized accountabilities. They are generally very good at running a tight ship. However, they run the risk of stifling the creative spirit and sense of ownership in people.

Leaders who lean towards the side of Empowerment, try to enhance the System's ability to "self-regulate". Consequently, they focus on wider participation, inclusivity, transparency, acceptance of failures, shared accountabilities, network of relationships, open expression of differences and spaces for dialogue. They are able to create a culture of belonging and also ownership, but run the risk of diluting individualized accountability as also quick responsiveness, particularly in respect of corrective actions.
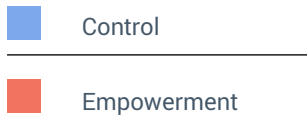
Control

Empowerment

~ All scores on a scale of 0 to 100

YOUR SCORES:

SC 50

41

SI 30

82

OP 63

43

your orientation
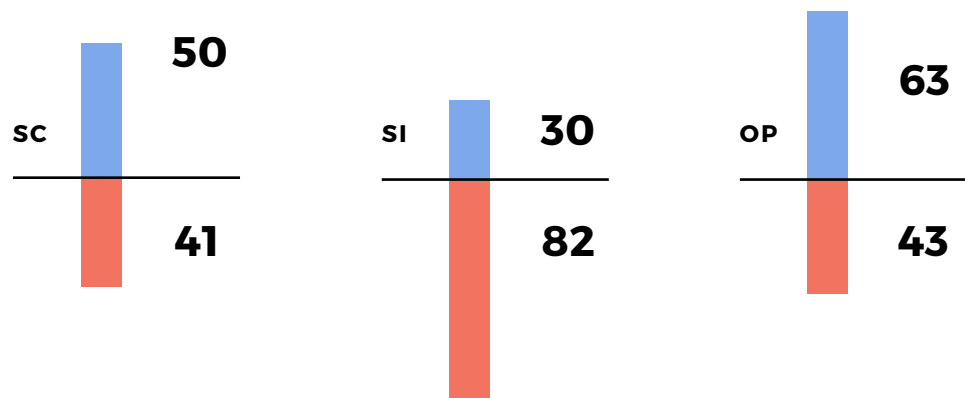
your score pattern suggests the following:

You have a moderate and balanced engagement with both sides of this polarity. Consequently, you are likely to work towards fostering autonomy and sense of ownership among your people without sacrificing the need for control. In this process, you may run the risk of giving conflicting messages to your people.

You see other people as more Controlling than yourself. Consequently, you are likely to exercise some vigilance to guard against unwarranted interference from others. In the process, you run the risk of not availing the potential help / support from others.

You would also need to be mindful of the subtle and indirect ways in which you may be exercising control over others.

It appears that you wish to reduce your engagement with the Control side and enhance your empowerment side. It is likely that you are feeling the need to let go some of your anxieties and apprehensions, so that you can work towards actualizing the unfulfilled potential-both for yourself and others. It also suggests that you are willing to take more risk with people and allow them more space and influence.

NATURE OF THE POLARITY

All systems have a tangible and manifest reality which can be directly observed, measured, analyzed and placed under logical categories. Simultaneously, systems have a latent and intangible side that can only be sensed, intuitively grasped, and that defies logical / analytical categorization. Both dimensions need to be engaged with.

Leaders differ in how they engage with these dimensions. Some try to co-hold / balance them, whereas others show a marked preference for one of the two sides.

objective rationality and subjective sensing

Leaders who lean towards the side of The Objective rationality operate on the belief that human beings are primarily governed by rational self-interest. Hence their focus is on logic, data, measurement, clear action points, well defined goals / mile stones and leaving as little room as possible for arbitrariness, biases and prejudices. Consequently, people have a reasonably clear idea about the basis of their stances and decision making. However, they run the risk of becoming oblivious to that which lies below the tip of the iceberg.

Leaders who lean towards the Subjective sensing side, operate on the belief that human beings are primarily governed by their feelings and conditioning received from their context. Consequently, their focus is on feelings, intuition, dynamics of relationships, essence / spirit of the task rather than specific goals and targets, engagement with emergent reality rather than pre-planned steps, exploration, experimentation and willingness to engage with ambiguity. While they are generally very effective in taking call of judgement, they can also appear as whimsical and arbitrary to others.
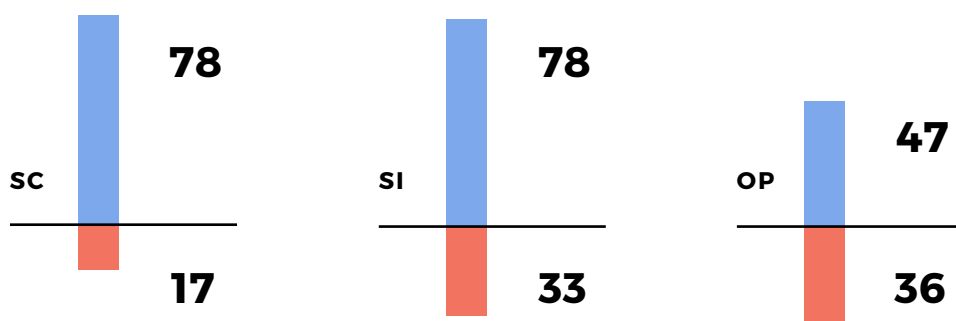
■ Objective Rationality

■ Subjective Sensing

~ All scores on a scale of 0 to 100

YOUR SCORES:

SC   78 / 17

SI   78 / 33

OP   47 / 36

your orientation

your score pattern suggests the following:

You seem to have a strong preference for the side of Objective rationality as compared to Subjective sensing. Consequently, your innate preference is towards the manifest, tangible and measurable. You are likely to be a little skeptical of hunches, feelings and intuitions. While this will ensure that biases and prejudices do not cloud your thinking, you also run the risk of not valuing that which is latent and intangible.

You see other people as governed a lot less by Objective rationality and a little more by Subjective sensing than yourself. Consequently, you are l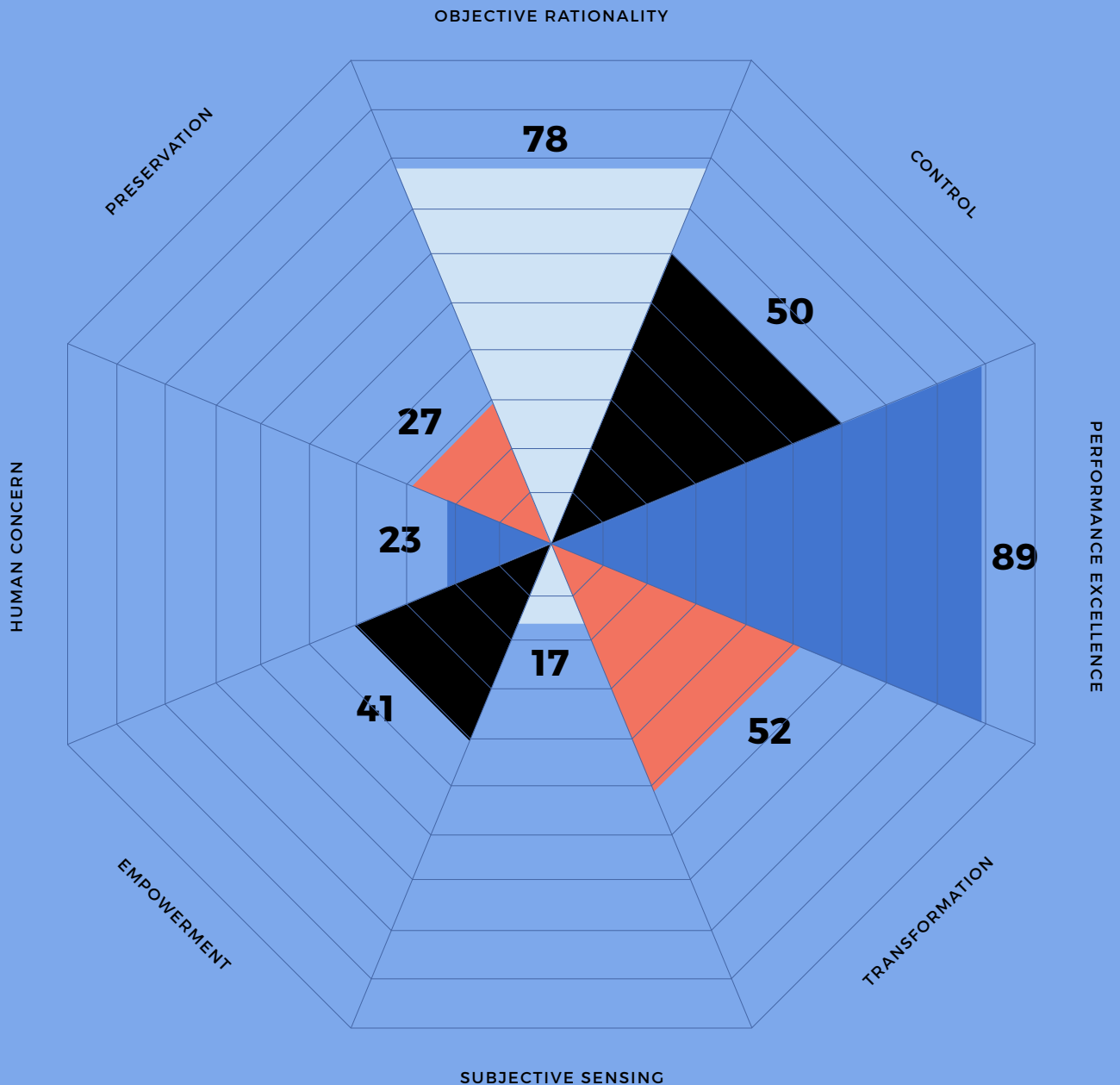ikely to be vigilant about the underlying motives and prejudices beneath other people's logic and rationale. You would also need to be mindful of how your own rationality is influenced by your unacknowledged motives, assumptions and feelings.

You seem desirous of enhancing your engagement with the side of Subjective sensing. This indicates that you wish to acknowledge and deploy your feelings and intuitions as resources for yourself. This also suggests that you may be feeling the need to inject some emotive force into your rational and analytical understanding.

summary

your overall leadership orientation

OBJECTIVE RATIONALITY

PRESERVATION

CONTROL

78

50

27

HUMAN CONCERN

PERFORMANCE EXCELLENCE

23

89

41

17

52

EMPOWERMENT

SUBJECTIVE SENSING

TRANSFORMATION

your main strengths

Focus on performance standards, goal directed movement and capability building

Striving to be unprejudiced, transparent and consistent in decision making

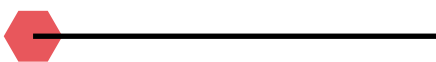**Open to receiving ideas and opinions from others provided supported by tangible evidence**

Willingness to provide space to others without micro managing

Treating people on the basis of their merit and contribution rather than who they are and where they come from

Willingness to depart from the established ways

Being prudent in planning and choice making

issues that you may like to work on

Reluctance to envision for yourself and the System

Not paying sufficient attention to that which may be worth preserving

Pushing self and others too hard

Ignoring what lies below the ice-berg

Reluctance to trust others without adequate testing

Reluctance to deploying your intuition and subjective wisdom

Not paying adequate attention to the human side

Propensity to over rely on yourself

**brief description of
the 8 dimensions**

annexure

annexure pg.

preservation

Leaders who are strong on the Preservation dimension, tend to place premium on continuity, tradition and established ways of the System.

They place high emphasis on smooth interfaces, diffusing conflicts and/or working towards acceptable compromises. Such leaders tend to forge a stable relationship with the context and emphasize loyalty in their relationship with different stakeholders. They prefer gradual incremental changes and are generally comfortable in playing supportive roles. These leaders are very effective in stable environments and in dealing with people who have a high need for clarity/predictability and are not very high on aggression/ambition. Contexts which have clear boundaries, role-definitions and structural authority, bring out the best in these leaders. However, they may experience some difficulty in turbulent environments, and/or dealing with people who are assertive and ambitious.

transformation

Leaders who are strong on the Transformation dimension, like to engage with the dynamicity of the environment and the unrealized potential of the System. They become restless with doing the same thing again and again, and constantly look for opportunities for improvement. They focus on envisioning a future state and propel the system towards actualizing this vision. They tend to look at chaos and conflict as a resource and work towards harnessing its creative potential.

These leaders are extremely effective in situations which require pro-active engagement, provided they have sufficient elbow room to experiment and explore. While they work well with people who are energetic and ambitious, they run the risk of becoming insensitive to other people's need for order and stability.

performance excellence

Leaders who are strong on this dimension are governed primarily by considerations of merit, competence and contribution. They set high standards both for themselves and others. In their scheme of things, striving is important, but the primary focus is on results. They ensure that essential systems are in place and people can focus on "value addition" rather than crisis management. They encourage a spirit of healthy competition and find it easy to express criticism and take hard decisions. They like to invest in task related competence building, both for themselves and their people.

They relate to people on the basis of what the person brings to the table, rather than who she/he is or comes from.

These leaders are generally held with considerable respect, particularly by those who have a high need for achievement and learning. They tend to do extremely well in contexts where there is emphasis on individual autonomy and where there is clarity of goals and ways to achieve it. They may experience difficulty with people who may need empathy/ emotional support and/or who are differentially talented.

humanism

Leaders who are strong on this dimension, tend to lay emphasis on feelings, needs, desires and expectations of their people. They focus on building healthy ambience, forging intimate relationships and try to promote goodwill and collaboration. They prefer inclusive and participative decision making and show high acceptance of diversity. They try to ensure that decisions regarding placement, rewards, punitive actions do not compromise respect, dignity and morale.

These leaders are generally very effective in situations which require sensitive and empathetic engagement across a diverse set of people. However, they run the risk of underestimating environmental threats, and may find it difficult to take hard, decisive and unilateral action.

control

Leaders who are strong on this dimension, like to ensure that they have a firm grip on what is going on. They like to closely monitor the functioning of each sub-system, to ensure that each is functioning optimally and relating to others in the required manner. They put emphasis on procedures, outputs, efficiencies and error-proofing. They are comfortable with taking unilateral decisions and generally disseminate information on the "need to know" basis. They prefer homogeneity and work towards nipping conflicts in the bud or settling them quickly.

These leaders are extremely effective in dealing with situations which require single point anchorage, quick decisive action and engagement with people who need guidance/pushing. They may face difficulty in situations which have multiple sources of power and influence and/or people who have a high need for autonomy.

empowerment

Leaders who are strong on this dimension prefer to facilitate rather than direct. They tend to encourage open expression of differences, create spaces for dialogue and try to build consensus in their decision making. They are open and transparent, share information freely and try to build an ambience of inclusion and involvement. They do not like to micro-manage and operate from the belief that people are self-motivated and competent. Hence, they see their primary task as one of creating a context which would enable people to self-regulate and perform to their potential.

These leaders are most effective in situations that require co-holding/ networking and dealing with people who are self-motivated and willing to invest in their development. They may experience some difficulty in situations which require quick/unilateral decision making and in dealing with people who need clear directions and pushing.

objective rationality

Leaders who are strong on this dimension prefer to work in a planned manner and strive towards goal- directed movement with clear action points. Their decision making is governed by facts and figures and tangible factors. They tend to relate in a functional but depersonalized manner. While they are comfortable in exchange of ideas and thoughts, expression and receiving of feelings does not come easily to them. They pay considerable attention to ensure that opinions are backed by sufficient evidence.

These leaders are likely to be most effective in situations that are amenable to a systemic and planned way of functioning with clearly defined ground rules and degrees of freedom available to them. Too much rigidity is likely to suffocate them, and fuzzy situations are likely to leave them feeling confused.

subjective sensing

Leaders who are strong on this dimension, tend to rely more on their intuition and hunches rather than on cold logic. They are comfortable with ambiguity and are generally willing to take unplanned exploratory steps. They pay great attention to their own feelings and are generally quick to pick up how other people are feeling and dynamics of relationships. Also, they place considerable emphasis on understanding the context, rather than uniform application of rules and norms.

These leaders are likely to be extremely effective in complex situations which require nuanced understanding, particularly of human dynamics, provided they have enough elbow room. Situations that are tightly defined in terms of rules and procedures tend to stifle them.

EUM

The EUM-I© belongs to the suite of tools built with the EUM framework as the foundation. Other tools include the EUM-O© (to map organizations), the EUM-L© (a 360-degree tool to enhance understanding of one's leadership behaviour) and EUM-M© (to map Mentoring mind-sets and preferences).

The EUM framework's antecedents and early influences can be traced to Clare Graves' 'Emergent Cyclical Levels of Existence Theory' and its application in the work of Ashok Malhotra (the author of the EUM framework and the tools) through his research on 'Work Values of Indian managers', way back in the 1970s.

The EUM-I© was the first tool of this framework that Ashok Malhotra developed in 1999. Over 6000 (Indians and non- Indians) respondents from various walks of life have taken the test since. It counts, perhaps, as one of the few tools designed by an Indian that is backed by a large database and stable norms. The EUM-I© has been used to support hiring, competency-based fitments, executive coaching, self-development, and leadership development.

The EUM-O has been used in over 100 organizations in India and abroad by multiple consulting organizations in the course of their Organization Development and Organization Transformation interventions.

Reflexive Lenses Consulting

RLCPL has been set up by a group of Organization Consulting Professionals in India, who hold a strong belief in self-reflexivity as an invaluable ingredient for growth and evolution. In their perspective, the self and the context are inseparable and shape each other simultaneously and hence the study of one without reference to the other is partial, at best.

The Existential Universe Mapper Framework (EUM) authored by Ashok Malhotra, is based on the central premise of Self - System simultaneity. Consequently, it enables enhancement of self- reflexivity both at individual and organization levels.

RLCPL is dedicated to propagation of the EUM framework and its application across a variety of contexts and target segments around the world.