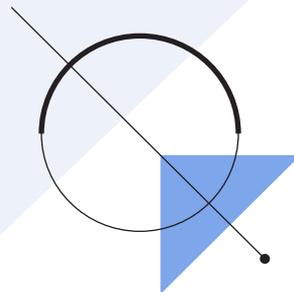
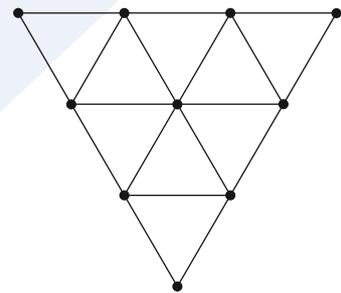


Managerial Orientation

Through the EUM lens



contents

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about this report

What follows is the Managerial Orientation Through the EUM Lens Report. As you go through the report, do bear in mind the following:

This is an automated report and hence may not capture the nuances of your particular context.

EUM-I© is not an assessment tool; the EUM-I© report is best used as an input to self-exploration, self-discovery, and a step towards unraveling of underlying structures of thought, feeling and action.

This report sets out the following:

What follows is:

- A. A brief description of your present situation
- B. Your orientation around the six EUM universes
- C. Hypotheses around specific themes

This report offers a distinct set of hypotheses and not definitive conclusions, and should be treated as such. Hypotheses that are mutually supportive of each other are likely to be indicative of recurrent patterns of thought, feeling and action. You may also find that some hypotheses conflict with each other. These are likely to be indicative of some of the dilemmas and internal conflicts that you may be experiencing. Consequently, rather than seek to look at them as true or false, it may be more helpful to explore the underlying tensions. This in turn may be helpful in your journey of personal growth and development. The report structure provides space for your notes and reflections around the hypotheses.

As stated earlier, this is a Managerial Orientation based on six themes. If you wish to explore further, you may wish to get in touch with a trained EUM – I professional.

one

**your profile summary
and orientation towards
the six EUM Universes**

section one

pg.

**1.1 PRELIMINARY
OBSERVATIONS** / 5

1.2 EUM UNIVERSES / 6

1.3 YOUR EUM-I SCORES / 14

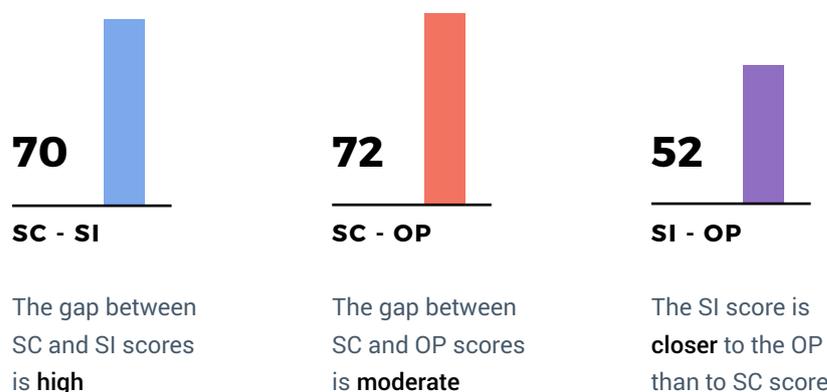
SC Self Current: The way I see myself

SI Self Ideal: The way I wish to be

OP Other People: The way I see people in general

preliminary observations

your impetus for change:



Your scores suggest that you may not be very comfortable with the way you are and may be seeking to make some major shifts. You seem to recognize both your similarities and differences to a reasonable degree vis-à-vis Most Others. It appears that while you may value your similarities vis-à-vis others, you may not be holding the differences in a positive tonality.

It is possible that you may believe that is desirable to be more like other people

than being yourself. This may mean that you are resigned to the ways of Most Others or that these shifts are born out of your conviction. It is also possible that you may tend to undervalue yourself and are over-generous in your opinion of others.

You may like to keep these observations in mind while reading the rest of this report.

introduction to the six universes

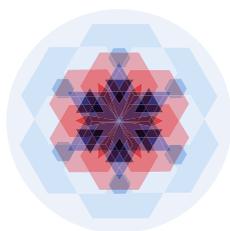
Each individual carries within them an internally coherent set of needs, wants and drives, values, orientations, and worldviews in a unique configuration. Each EUM universe is a subset of this configuration, i.e., each universe represents a facet of this configuration. All the EUM universes seen collectively can give us a reasonably comprehensive picture of the configuration unique to that person.

The EUM-I attempts to capture this configuration across six different universes. All the EUM universes exist

in all of us, but in varying proportions to each other. Their relative strength and the interplay between them are different for each person. As these Universes also exist in everyone else, we carry some picture of how much of each Universe we have, and how much we value it, compared to other people. We may find some Universes to be more desirable and others to be less desirable.

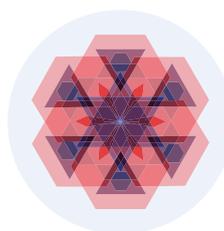
What follows in this section is a brief description of each of the Universes and your own disposition vis-à-vis these. Implications are also briefly explained.

introduction to the six universes



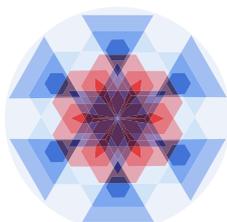
UBP

**UNIVERSE OF
BELONGING AND
PROTECTION**
pg / 8



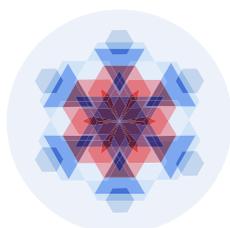
USD

**UNIVERSE OF
STRENGTH AND
DESIRES**
pg / 9



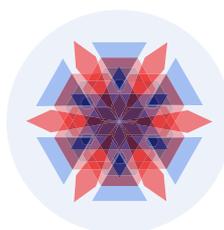
URB

**UNIVERSE OF
ROLES AND
BOUNDARIES**
pg / 10



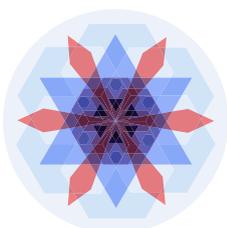
UMI

**UNIVERSE OF
MEANINGFULNESS
AND INTIMACY**
pg / 12



UPA

**UNIVERSE OF
PURPOSE AND
ACHIEVEMENTS**
pg / 11

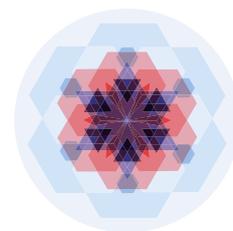


UDS

**UNIVERSE OF
DUALITY AND
SIMULTANEITY**
pg / 13

YOUR UBP SCORES:

The way I see myself	33
The way I wish to be	14
The way I see people in general	15



Your scores suggest that you identify greatly with this Universe. Further, it seems to be an important differentiator between yourself and others. It also seems that you may not be fully comfortable with this difference and wish to reduce your engagement with this universe.

You may be feeling the need to reconfigure your equilibrium with your context in a way whereby there can be greater space for your own individuality, i.e., your feelings, needs, beliefs, ambitions, aspirations.

UBP • universe of belonging and protection

This is the part of us that wishes to belong to a safe haven where we feel secure and protected. Its primary orientation is towards harmony, familiarity, predictability, and strong bonding/identification with our own kith and kin.

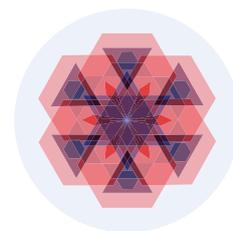
It enables us to have trust and faith in our people, abide by established norms and customs, and experience a sense of pride in our heritage. It gives us a strong sense of “oneness” with the group(s) to which

we belong and enables us to accept all its positives as well as its angularities.

When this orientation is subdued, it leaves us feeling rootless and not having a sense of “home”. On the other hand, when this orientation is excessive in us, it generates a fear of the unknown, mistrust of “outsiders”, and fear of disturbance. Consequently, we become closed to new experience/learning and hence become somewhat like the proverbial “frog in the well”.

YOUR USD SCORES:

The way I see myself	10
The way I wish to be	19
The way I see people in general	9



Your scores suggest that you do not experience this universe either in yourself or in other people to any great extent. However, you perhaps wish to foster it for yourself.

It is likely that you feel the need to pursue your needs, dreams, and passion, but may be hesitant to deal with the uncertainty, conflict, and chaos that it may entail.

USD • universe of strength and desires

This is the part of us that is focused on the fulfilment of our desires and that seeks to do so through our own strength and power. Its primary orientation is towards curiosity, assertion, adventure, aliveness, excitement and competitiveness.

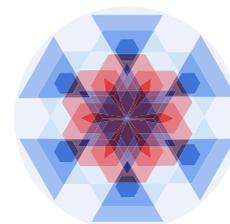
It enables us to dream for ourselves, invest in developing our strength and power, question the established ways of our context, venture out in the world, undertake heroic journeys, expand our horizons, and have a sense of dominance over the world.

When this orientation is subdued, it becomes difficult for us to identify our needs and wishes, assert our own position, engage with conflict/aggression, and have self-belief. On the other hand, when this orientation is excessive, we tend to look at other people either as potential enemies to be conquered or as objects for our need fulfilment/self-aggrandizement.

It also gives us an unrealistic and exaggerated idea of our strength and may leave us unwilling to acknowledge our vulnerabilities and limitations.

YOUR URB SCORES:

The way I see myself	37
The way I wish to be	24
The way I see people in general	30



Your scores suggest that you identify strongly with this Universe and also regard it as an important differentiator between yourself and others. However, it seems that you wish to reduce this orientation in yourself.

Consequently, it is likely that you may be seeking some flexibility to go beyond the rigid definitions of role-appropriateness and values and principles that you hold.

URB • universe of roles and boundaries

This is the part of us that wishes to relate with the world in an orderly fashion so that we know what exactly to expect from others and what is expected of us. Its primary orientation is towards smooth functioning, balance, clarity, adjustment, and appropriateness.

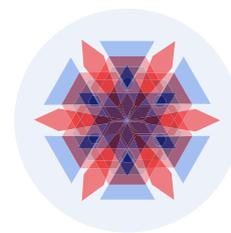
It enables us to have a sense of proportion, to respect other people's boundaries while protecting our own, and to be able to look at situations without getting influenced by our feelings and prejudices. It also enables us to accept that our lives are intertwined with other people's and it is only when each of us performs his/her appointed role in an appropriate manner that we can peacefully co-exist.

Thus, in this universe we attempt to work out appropriate systems and processes to deal with different situations, instil in ourselves and in others a sense of discipline, and ensure adherence to mutually agreed rules, norms, and systems.

When this orientation is subdued, it becomes difficult for us to adhere to any systemic discipline, and all rules and regulations appear to be unnecessary impediments. On the other hand, when this is excessive, we become sticklers for rules, dogmatic, rigid, over-controlling, inhibited in our expression, and intolerant of any deviance/alternative perspectives.

YOUR UPA SCORES:

The way I see myself	14
The way I wish to be	38
The way I see people in general	26



Your scores suggest that you do not identify with this Universe and that you experience it much more in other people. It also appears that you wish to enhance your engagement with this universe.

It is likely that you recognize the need to pursue your goals and ambitions in a focused manner. However, inadequate appraisal of your own potential as also that of the opportunities and threats in your context may be preventing you from doing so.

UPA • universe of purpose and achievements

This is the part of us that continually strives towards higher levels of achievement and recognizes that this is possible only by forging mutually beneficial links with others. Its primary orientation is towards purposiveness, goal directed action, enlightened self-interest, and resourcefulness.

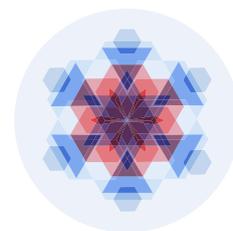
It enables us to invest in our own capabilities and also respect the capabilities/resourcefulness of others in a way that can help us to accomplish our goals. Who the other is, and what we feel about him/her becomes less important than what he/she brings to the table. Simultaneously, it makes us recognize that the world values us not for who we

are, but what we have to offer. Finally, it helps us to relate with others in both a collaborative and competitive manner.

When this orientation is subdued, we experience a sense of drift, self-waste and aimlessness. It also becomes difficult for us to own up to our ambitions and/or work towards their fulfilment. When this part is overly dominant, it makes us look at others (as also ourselves) only as instruments of performance / utility and hence feel an inner isolation, a loss of human touch, expression of joys and sorrows, fear of obsolescence, feeling burnt out, and being in a constant state of "overdrive".

YOUR UMI SCORES:

The way I see myself	34
The way I wish to be	34
The way I see people in general	38



Your pattern of scores for suggests that you regard this universe as extremely significant both for yourself and others. Thus, it appears that you have great faith in human goodness (in terms of empathy, compassion, sensitivity, concern for others, etc.).

You may run the risk of not acknowledging unpleasant aspects of human existence (e.g. strife, hatred, envy, aggression) both in yourself and in others.

UMI • universe of meaningfulness and intimacy

This is the part of us that wishes for and works towards a utopian world where everyone can live in peace and harmony. Its primary orientation is towards meaningfulness, intimacy, compassion, empathy and respect for others, irrespective of their clan and creed.

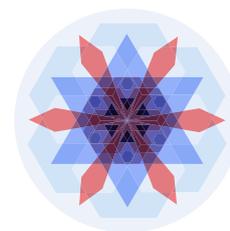
It enables us to feel one with the larger human context, transcend the preoccupations of ourselves/our subgroup(s), and dream collectively of a world that ensures a higher level of well-being for all. It also helps us to accept others and ourselves at a human

level beyond issues of class, category, ethnicity, etc.

When this orientation is subdued, we experience ourselves as self-absorbed, devoid of empathy and compassion, over consumptive, dry, and alone. On the other hand, when it is excessive, we become impractical and are unable to accept that strife is as important for human existence as is harmony. Consequently, our tolerance for anything that disrupts our idyllic scenario becomes low and we wish to either ignore it or suppress it.

YOUR UDS SCORES:

The way I see myself	22
The way I wish to be	21
The way I see people in general	32



Your score pattern suggests that this Universe is of moderate significance for you and you experience it more strongly in others than in yourself.

It is likely that you may have a preference for clarity and certainty, which could be based on objective data or subjective feeling. You may find it difficult to deal with situations that are fuzzy and have contrary pulls.

UDS • universe of duality and simultaneity

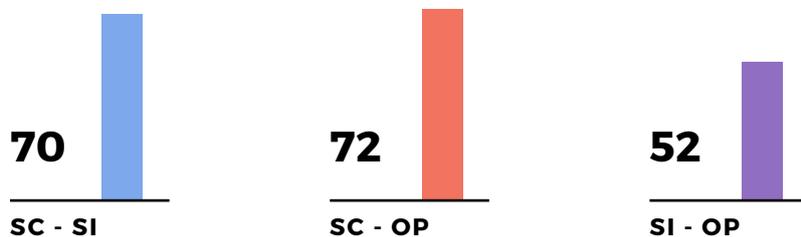
There are several parts of us that are often at play simultaneously. While they may blend in perfect harmony at times, at other times they may also create severe conflicts and pull us in different directions. Thus, our need for harmony may come in the way of our need for achievement, or our need for dominance may come in the way of our need for intimacy, or our need for safety may come in the way of our need for adventure.

Simultaneous engagement with these multiple pulls is the essence of this universe. Its primary orientation is towards being in the "here and now", acceptance of all the different aspects of human existence without judgment, and acting on the basis of what seems right in any given situation. It enables us

to live with uncertainty, ambiguity and seemingly contradictory pulls without letting one aspect overwhelm the other.

When this is subdued, it makes it difficult for us to live with the inherent uncertainties and ambiguities of life. We become excessively preoccupied, either with the past or with the future and are unable to engage fully with the present. Simultaneously, we may become unifocal and start seeking refuge in achievement, or in relationships, or in power, or in knowledge, or even in the idea of God. On the other hand, when this orientation is excessive, it can come in the way of our experiencing the various parts of ourselves in their full intensity. It can also become an escape route from the need to take clear positions and making commitments.

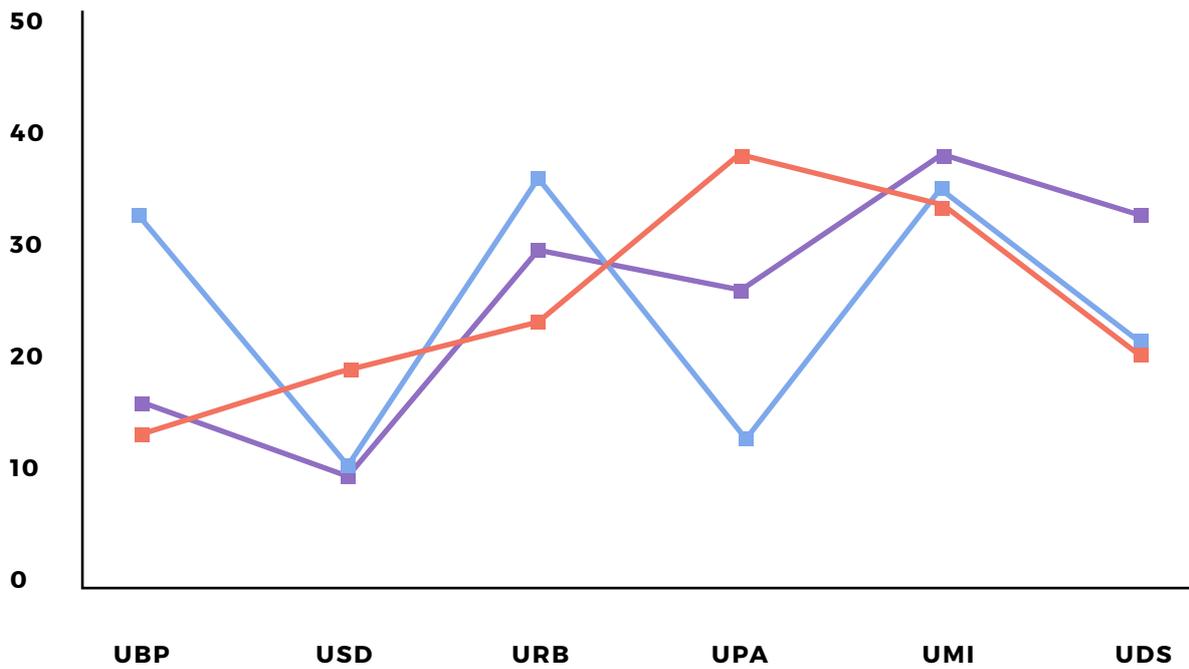
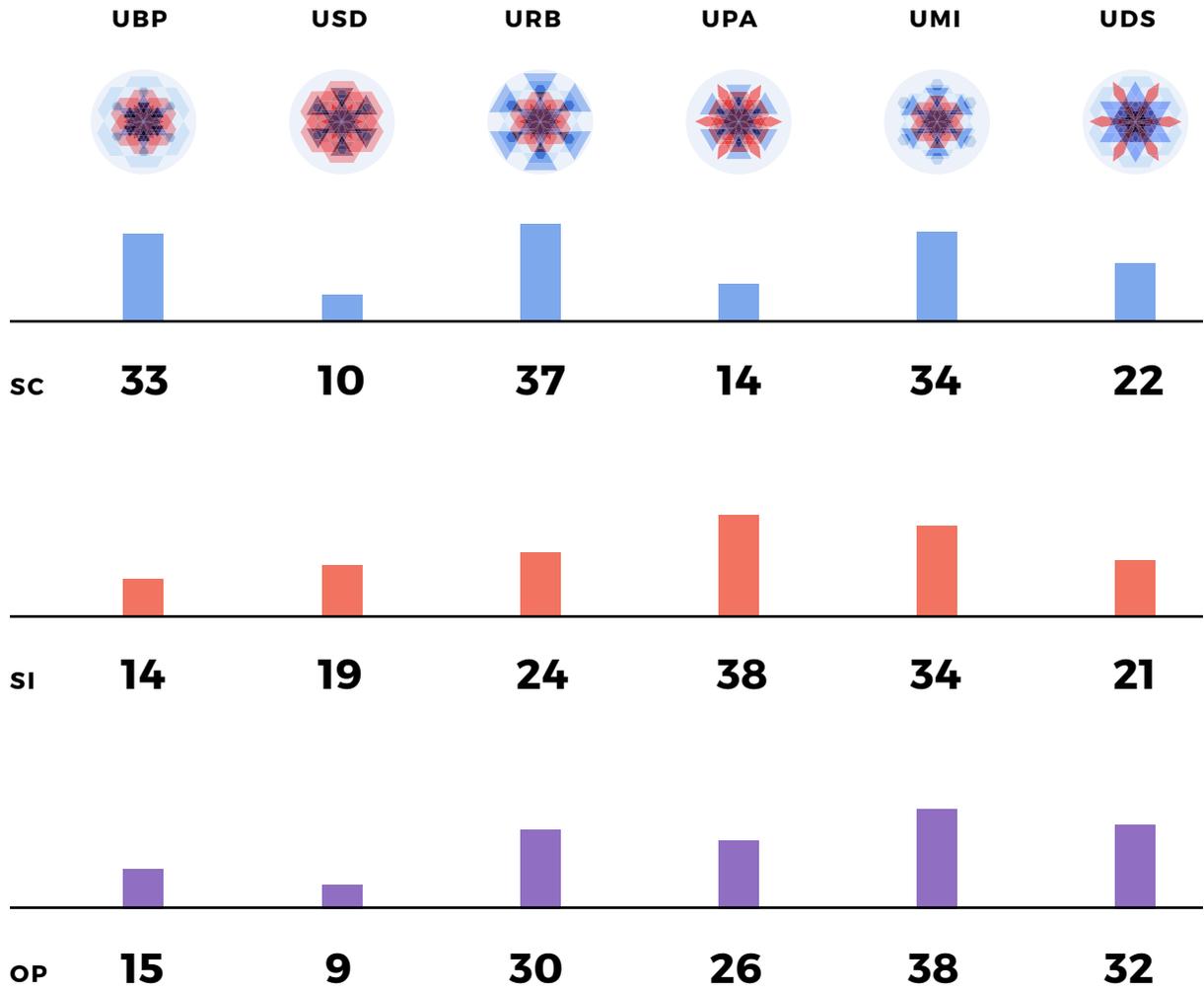
impetus for change



ranks

ADJECTIVE	SC	SI	OP
Rational	9	10	7
Sacrificing	2	14	12
Gracious	6	2	3
Cautious	12	11	8
Emotional	11	8	6
Competitive	14	7	13
Sympathetic	5	4	2
Uninhibited	15	15	15
Collaborative	7	3	4
Dutiful	1	13	11
Fair	10	9	1
Tactful	13	1	10
Tough	3	5	14
Dynamic	8	6	5
Steady	4	12	9

your scores



■ **SC** The way I see myself |
 ■ **SI** The way I wish to be |
 ■ **OP** The way I see people in general

two

hypotheses around specific themes

section two		pg.
2.1	HYPOTHESES ON ENERGIZERS	/ 17
2.2	HYPOTHESES ON RELATIONSHIP WITH PEOPLE	/ 18
2.3	HYPOTHESES ON RELATIONSHIP WITH SYSTEMS	/ 19
2.4	HYPOTHESES ON DECISION MAKING AND CONFLICT RESOLUTION	/ 20
2.5	HYPOTHESES ON MANAGING CHANGE	/ 21
2.6	HYPOTHESES ON CHALLENGES AND DIFFICULTIES SIMULTANEITY	/ 22

energizers

those that inspire or evoke a response from you.

Accompanied by a sense of aliveness and flow, energizers offer internal resources, hopes, and even provocations that enable you to engage with new actions choices.

Energizers are a product of the interplay between your inner needs and desires and the nature of the context in which these can be either played out or curbed. In other words, these are evoked, provoked or inhibited.

YOU ARE LIKELY TO BE ENERGIZED IN A CONTEXT ...

... that is harmonious and anchored in traditional ways and also offers you space for your individuality.

... where you can discover and engage with your assertion, passion, and spontaneity in a responsible manner with minimal hurt to yourself or others.

... where your roles and responsibilities do not suffocate you and where you can have some freedom, without disturbing the order and stability of your context.

... that encourages you to invest in yourself and foster your potential.

... where you feel inspired to contribute to a larger human cause and have the opportunity to foster humanistic values like quality of life, inclusivity, empathy, and respect for the individual.

... where there is clarity and you are not required to deal with ambiguity and manage multiple pulls.

relationship with people



one's interface & patterns of relatedness and interactions with people at large, including friends, family, colleagues and strangers.

IN YOUR RELATIONSHIPS WITH PEOPLE, YOU ARE LIKELY TO...

... cherish close ties and links with people such as relatives, colleagues, neighbours, close friends, and community members, but may feel the need to extend your boundaries beyond your immediate group.

... be influenced by role-appropriateness or transactional functionality and may lack intensity or spontaneity. You may perhaps feel the need to exercise influence over others, but may feel hesitant in doing so.

... relate in ways that are role-bound, appropriate, and functional, but you may be seeking more intimacy, spontaneity, and a deeper sense of relatedness.

... have functional relationships with people, but may experience difficulty in forging networks that can add value to you.

... have great faith in human nature and may trust others easily, but may have difficulty in dealing with the not-so-pleasant aspects of human nature such as strife, conflict, and jealousy.

... seek and offer clear expectations and boundaries, feel impatient with fuzziness and may be seen by others as someone who is difficult to negotiate with.

relationship with systems

**the nature of your interface
with authority, power, tasks,
roles, structure, goals, rules,
policy, boundaries, values,
peers and interdependence.**

Systems would include predominantly sentient systems such as your family as well as task systems such as your workplace.

IN YOUR RELATIONSHIP WITH SYSTEMS, YOU MAY...

... become a torchbearer of tradition and established ways of the system, but you may also experience a sense of disappointment, agitation, and restlessness with the limitations that you see both in yourself and in the context.

... look at structure and systems as much more powerful than individuals. In the face of systemic oppression, you may cope through withdrawal & stoicism, while wishing to be a lot more heroic.

... put emphasis on roles, positions, and principles, but may be feeling the need to review the rigidity with which you hold them.

... view systems as demanding and as a vehicle for performance and achievement. You may find it difficult to identify, negotiate, and deploy developmental opportunities offered by the system.

... work towards developing systems that are built on trust and faith in human goodness. In the process, you may underrate the need for systemic vigilance and controls.

... emphasise on strong boundaries across different sub-systems (e.g. home, work, personal time, formal and informal links) and may have difficulty in dealing with overlaps, if any.

decision making and conflict resolution



**the pattern of your choice
making keeping in mind
both your inner thoughts
and feelings as also the
requirement of the situation.**

By Conflict, we refer to your engagement with differences in your goals, needs, viewpoints etc., both in yourself and that of others.

IN MAKING DECISIONS AND MANAGING CONFLICT, YOU ARE LIKELY TO...

... be determined by precedents and a need to maintain harmony. You may experience some difficulty in dealing with direct aggression.

... feel the need for more risk-taking and also for direct engagement with conflict. However, you may have doubts about the readiness of the context and the support that you may receive in this endeavour.

... place an emphasis on following the 'right' process. You may try to ensure that choices remain within the overall framework of established principles and practices, but may be feeling the need for some deviations.

... find it difficult to balance multiple and contrary pulls (tasks, systemic needs, feelings / needs of people, established ways of the system, etc.) and could end up taking the path of least resistance.

... believe in inclusive and participative decision-making and give considerable weight to the impact of your decisions on people. In seeking to avoid or defuse conflict, you may hold back from taking unpopular stances and hard decisions.

... take definite positions based either on objective data or subjective hunches, but may have difficulty in co-holding the two.

managing change



**the way you may engage
with discontinuities, breaks
or paradigm shifts in the role
you are likely to play in the
process and the significant
factors that are likely to
influence you.**

IN DEALING WITH CHANGE, YOU ARE LIKELY TO...

... look at change as a way of coping with the demands of the situation rather than as an act of volition. You are most likely to embrace change under pressure.

... see yourself and people around you as recipients of change rather than as initiators of change.

However, you perhaps wish to play a more pro-active role in the change process with more space for your volition.

... have a preference for clearly defined roles, calibrated moves, planned changes, systematic approaches, and SOPs, but you may also be feeling the need for some fluidity and flexibility.

... experience conflicting pulls between being contented and striving for betterment and hence may find it difficult to play a proactive role in a change situation.

... concerned mainly about its acceptability by people. You may find it difficult to persevere with changes that go against the popular sentiment.

... be supportive of change efforts where there is clarity on the goal and on the way forward, but may feel reluctant to engage in efforts that are exploratory and fuzzy.

derailers

**the difficulties, challenges
and limitations that you may
face in your pursuit of your
well-being and growth.**

If engaged with, they may offer your opportunities to learn and grow.

SOME OF THE CHALLENGES AND DIFFICULTIES YOU MAY FACE ARE AS FOLLOWS:

... Your wish to break free from your present equilibrium may be thwarted by your fears about the implications of this move for self and others.

... Your wish to become more assertive and autonomous may be hampered by your aversion/inability to deal with conflict and chaos.

... You may experience difficulty in situations where responsibilities are fluid and cannot be sharply delineated, and/or you are required to deal with sudden and unexpected changes.

... You may over-estimate either the opportunities of the external context or its threats, and may thereby get destabilized from the direction in which you wish to move.

... You may have a propensity for over-protecting the “underdog” and may find it difficult to own up to your power and/or empathise with the powers that be.

... You may run the risk of becoming unifocal in your stances and pursuits and may emphasize only one side of the situation and ignore / dismiss others.



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.



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.



EUM Existential
Universe
Mapper

