

Self Exploration & Coaching & Facilitation

Through the EUM lens

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about this report

All individuals carry 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 a 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 pictures of how these universes are configured within us and which ones are more valued and/or less valued in comparison to others. Similarly, we may find some universes to be more desirable and others to be less desirable in us.

What follows is:

A. A brief description of the six Universes and your present engagement with them, and,

B. A Summary Sheet which highlights the Implications of your score pattern with respect to the following areas:

YOUR AREAS OF COMFORT

i.e. situations that you would find easy to deal with.

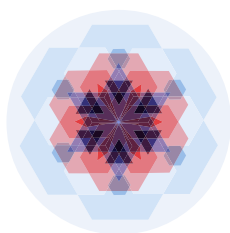
YOUR AREAS OF CHALLENGE

i.e. situations which may urge you to review your beliefs, values and behaviours and may open up areas of new potential for you if engaged with.

YOUR REPUTATION

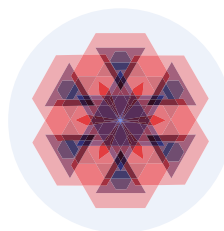
i.e. how other people are likely to perceive you.

introduction to the six universes.



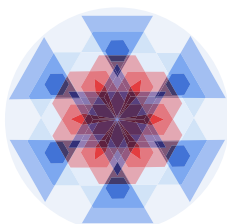
UBP

**UNIVERSE OF
BELONGING AND
PROTECTION**



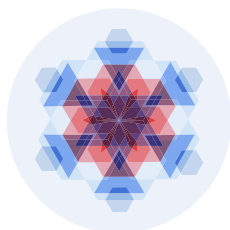
USD

**UNIVERSE OF
STRENGTH AND
DESIRES**



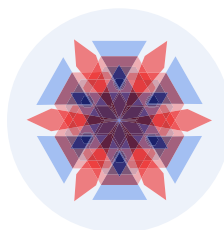
URB

**UNIVERSE OF
ROLES AND
BOUNDARIES**



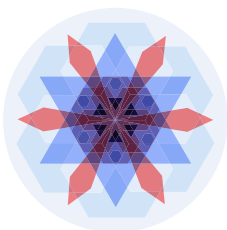
UMI

**UNIVERSE OF
MEANINGFULNESS
AND INTIMACY**



UPA

**UNIVERSE OF
PURPOSE AND
ACHIEVEMENTS**



UDS

**UNIVERSE OF
DUALITY AND
SIMULTANEITY**

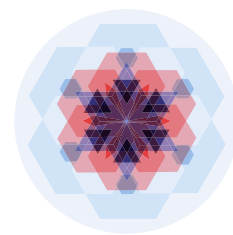
the EUM universes.

universes

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NATURE OF THIS UNIVERSE

the part of us that wishes to belong to a safe haven where we feel secure and protected.



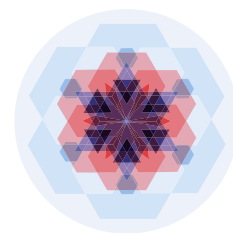
UBP • universe of belonging and protection

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 engagement with this universe

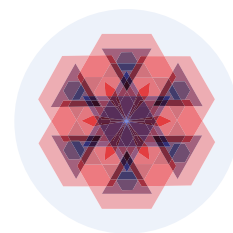
Your scores suggest that you greatly identify with this Universe. Further, it seems to be an important differentiator between yourself and others. However, it also seems that you may not be fully comfortable with this difference and believe that you need to reduce your engagement with this Universe.

In other words, you seem to believe that this Universe has become problematic for you, whereas most other people are relatively free of this burden.

this is likely to manifest as follows:

1. You are likely to value close ties and familial relationships such as relatives, neighbours, close friends, community members etc., but may be experiencing a lack of reciprocity from them.
2. You tend to prefer safety and continuity in your day-to-day living process and may feel distressed if frequent changes are encountered either in lifestyle or in places of work.
3. You prefer to have trust and faith in people whom you regard as your own but may be feeling let down or used/taken for granted by them.
4. You may be experiencing a sense of disappointment, agitation and restlessness with having to live with limitations, both in yourself and in your context.
5. You may be feeling burdened by having to be the lone upholders of heritage, tradition, and established ways in the systems to which you belong, and may have mixed feelings towards people who are able to “break free”.

NATURE OF THIS UNIVERSE



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.

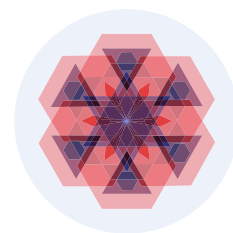
USD • universe of strength and desires

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 engagement with this universe

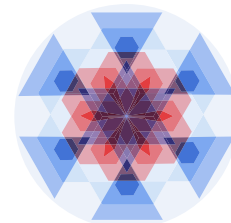
Yours scores suggest that you do not identify with this Universe and experience it much more in other people. It also appears that you hold this difference in a positive tonality and consequently you do not wish to foster this Universe in yourself.

It is likely that you hold some negative association with this Universe and are, therefore, quite content with your low identification with it.

this is likely to manifest as follows:

1. You are likely to have a preference for, self-containment, restraint, and modesty.
2. You may not be very comfortable in pursuing opportunities that require you to engage with conflict and chaos; in the process you run the risk of missing out on several opportunities.
3. You are likely to be careful in asserting your autonomy, lest it be seen as aggression and disruptive. In the process, you may run the risk of getting unduly pressurised and/or taken for granted.
4. You are likely to have faith in the fairness of the System and perhaps assume that just rewards will come your way if you steadfastly pursue what you consider the right path.
5. You are likely to be hesitant in exercising direct influence over others, and simultaneously be watchful about potentially harmful ways in which others can influence.

NATURE OF THIS UNIVERSE



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.

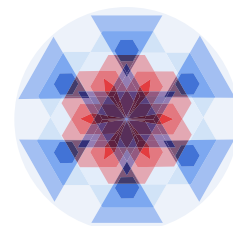
URB • universe of roles and boundaries

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 engagement with this universe

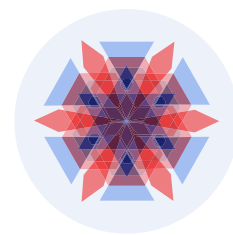
Your scores suggest that you greatly identify with this Universe. Further, it seems to be an important differentiator between yourself and others. However, it also seems that you may not be fully comfortable with this difference and believe that you need to reduce your engagement with this Universe.

In other words, this Universe seems to have become somewhat burdensome for you.

this is likely to manifest as follows:

1. While your roles, positions, principles and values significantly shape your identity, you may also be feeling boxed in by this limited definition.
2. You are, perhaps, seeking to integrate your personal feelings, needs, and dreams with your role requirements.
3. You may be feeling that in your effort to play by the rules you have missed out on opportunities.
4. You are likely to put different aspects of your life into watertight compartments, but may be seeking some integration between them.
5. While you may prefer to anticipate and plan for contingencies, you may also be experiencing need for some spontaneity and "thinking on your feet".

NATURE OF THIS UNIVERSE



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.

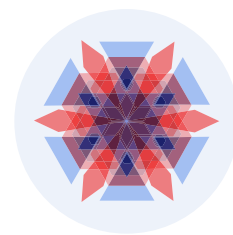
UPA • universe of purpose and achievements

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 engagement with this universe

Yours scores suggest that you do not identify with this Universe and experience it much more in other people. It also appears that you hold this difference in a negative tonality and you perhaps wish to foster this universe a little more in yourself.

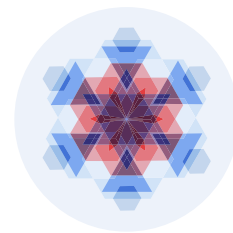
In other words, you seem to regard your inadequate engagement as a lacuna, which you wish to correct.

this is likely to manifest as follows:

1. It is likely that you place greater value on quality of life rather than on growth and prosperity but may be beginning to acknowledge your aspirations and ambitions.
2. It is likely that you feel that you have not done justice to your potential. This could either be due to a lack of meaningful goals or finding ways of effectively accomplishing them.
3. You are likely to value people for their human qualities but may be recognising that skills and competencies are also important.
4. You are likely to make yourself available for non-task interactions but may be feeling the need to invest in relationships which can add value to you.
5. You may, at times, find it difficult to prioritize and/or pursue your interests in a sustained manner.

NATURE OF THIS UNIVERSE

**the part of us that wishes for
and works towards a utopian
world where everyone can live
in peace and harmony.**



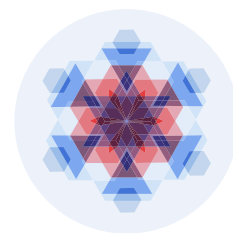
UMI • universe of meaningfulness and intimacy

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 engagement with this universe

Your scores suggest that you greatly identify with this Universe. Further, it seems to be an important differentiator between yourself and others. However, it also seems that you may not be fully comfortable with this difference and believe that you need to reduce this orientation in yourself to some extent.

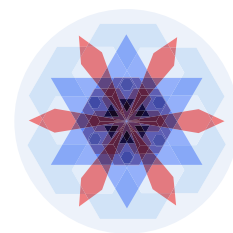
In other words, you are perhaps feeling a little burdened by your over- engagement with this Universe.

this is likely to manifest as follows:

1. You are likely to value quality of life, empathy, compassion inclusivity and harmony.
2. While you may prefer democratic/ egalitarian orientation and participative decision- making, you may also be feeling that this does not always work.
3. You are likely to have a high degree of acceptance of people, irrespective of their class, creed and orientation.
4. You are likely to relate to people as “human beings” and not just as instruments of performance.
5. You perhaps derive your self-worth through the notion of being a “good human being” and / or your utility to others. However, you may be feeling that in the process you end up being taken for granted by others.

NATURE OF THIS UNIVERSE

there are several parts of us that are often at play simultaneously.



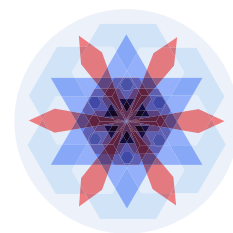
UDS • universe of duality and simultaneity

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.



your engagement with this universe

Your scores suggest that you identify with this Universe to some extent. Simultaneously, you perceive its presence in other people in equal measure. You also seem to value this Universe greatly, and perhaps wish to foster it further.

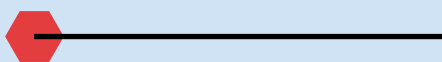
this is likely to manifest as follows:

1. You are likely to be moderately comfortable in dealing with ambiguity/uncertainty, but wish to enhance it further.
2. You are likely to be comfortable in acknowledging your limitations and would be willing to invest in your learning and development.
3. You are likely to have a reasonable acceptance of yourself, others, and the imperatives of the situation.
4. It is likely that your need and potential for self-expression, exploration, curiosity, adventure, and creativity are not finding adequate outlets.
5. You are likely to be moderately comfortable with diversity, 'out of the box' thinking and change, but also seek ways to integrate these with the established ways of your context.

summary

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your areas of comfort and ease



Situations where you can pursue your needs/goals without the fear of upsetting the apple cart.



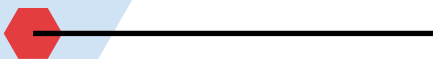
Situations where you can pursue your tasks/goals in a quiet and non-obtrusive manner.



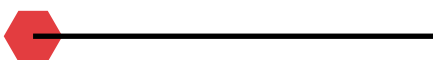
Situations where you can give some freedom to yourself without the risk of becoming destructive/inappropriate.



Situations where you can balance task/systemic needs with other facets like relationships, quality of life etc.



Situations where you are required to collaborate with people who you can trust.



Situations which are reasonably structured, but also provide you with adequate flexibility.

your areas of challenge and of unrealised potential

Situations which require you to engage with chaos/conflict and the risk of hurting people who are close to you.

Situations where you need to engage with direct aggression and hostility.

Situations where there is strong conflict between role requirements and personal needs/sensing.

Situations which require you to push yourself/others hard.

Situations where you are required to take hard decisions and are unsure of the support that you will receive.

Situations which require you to rely on your own judgement.

your reputation

PEOPLE MAY PERCEIVE YOU AS SOMEONE WHO IS:

Loyal and committed, but who may find it difficult to challenge status quo.

A good team player who contributes unobtrusively, but find it difficult to assert/demand directly, and who at times become passive-aggressive.

Dependable and disciplined, but somewhat inflexible.

Wanting to achieve more, but may find it difficult to prioritize.

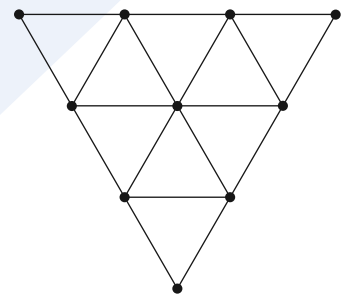
A gentle caring person who may find it difficult to take unpopular stances.

Willing to explore, but within limits.



Coaching Facilitation

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In this section we have elaborated on some additional features of the client's present engagement with the six Universes. These may require some help and support from you to enable the client to assimilate them. You may also like to keep this in mind during the coaching process. At the end of this section, we have given the likely implications for the coaching orientation of the client and also a set of Trigger Questions which may aid the coaching process.

coaching

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(Disclaimer: While we have tried to provide some helpful tips to the Coach based on our hypotheses on the data, it is very important to remember that every client has unique context and configuration and, therefore, coaching each client will differ from one situation to another. Additionally, each Coach also has their own unique values and orientation to the coaching process. Therefore, this report is offered as a set of hypotheses and does not claim to be either an assessment or a directive to the Coach in coaching situations. We firmly believe that the Coach is the best judge of how to use this report in a coaching situation in a way that will be most helpful, non-judgemental and facilitative in coaching the client.)

client's likely orientation to each universe

VIZ ACTION CHOICES, BEHAVIOUR, CONFLICTS AND DILEMMAS:

UBP



1. The client may have difficulty in dealing with differences, conflicts and aggression, and may display passive aggression when pushed to a corner.
2. The client is likely to have difficulty with open expression of ambition, both in self and in others.
3. The client may tend to deify people in positions of authority, but frequently feel disappointed/discriminated against etc., if she/he encounters any human frailties in them.
4. The client is likely to be experiencing some tension between fulfilment of own needs/desires and commitment to the system.

USD



1. While the client may be vigilant towards others' attempt to exercise control, he/she may be blind to the control and oppression imposed by him/her.
2. The client may be hesitant to push the boundaries of the known and familiar and is unlikely to take steps which threaten to upset the apple cart.
3. The client may have a propensity to deny or discount his/her passion/impulse/spontaneity.
4. It is possible that the client may feel a little "less" than others with respect to strength and power but may carry a sense of being superior through righteousness.

URB



1. The client may be ready to invest in developing his/her intuitive sensing and subjective wisdom.
2. The client may be struggling to come to terms with the harsh reality that the system is not always fair and the world is not as "well ordered" a place as he/she would wish it to be.
3. The client is likely to be feeling ambivalent about acknowledging the creative potential of chaos.
4. The client may be recognising that feelings (their own and that of others) that he/she regards as inappropriate, cannot be wished away and may not necessarily be destructive

UMI



1. The client may, at times, see him/herself as a helpless victim of other people's callousness and insensitivity, or attribute all difficulties to his/her innate goodness.
2. The client may have a difficulty in dealing with direct aggression/conflict and may be prone to withdraw/ passive aggression.
3. The client may tend to over-personalise all relationships and may find it difficult to forge task-based functional relationships, enforce role boundaries, and exercise systemic authority.
4. The client may have a propensity to over-glorify selflessness and may, thus, tend to project uncomfortable feelings, (e.g. envy, rage, aggression etc.) onto others.

UDS



1. The client may tend to get dislocated in face of uncertainty and opposition.
2. The client may tend to get overwhelmed by the prevalent perspectives of his/her context and hence may find it difficult to act with conviction.
3. The client is likely to be searching for ways to enhance his/her elbow room without violating the rules and boundaries of the context.
4. While the client would be willing to explore and experiment, he/she may find it difficult to question/challenge basic beliefs and assumptions

UPA



1. The client is likely to experience difficulty in situations which require intense competition and/or active collaboration. Consequently, he/she may withdraw into a shell and/or get embroiled in avoidable conflicts.
2. The client may find it difficult to negotiate with the system and may either totally disregard it or feel suffocated by it.
3. The client may carry an apprehension that in his/her effort of movement, he/she may have to face hostility and opposition.
4. The client may tend to either over-estimate the opportunities of the external context or its threats, and thereby get destabilized from the direction in which he/she wishes to move.

likely implication for coaching

1. It appears that the client is experiencing the need to make some significant shifts from his/her present location.
2. The client seems to regard him/herself as very different from most other people.
3. The client seems to hold the difference between Self and Others with a negative tonality, i.e. believing that his/her ways are not viable and that he/she would be better off by becoming like other people.
4. The client is likely to seek a personalized connect. The coach will need to provide empathetic understanding without falling into the trap of becoming an “agony aunt”.
5. The client is likely to take some time to assess the trustworthiness of the Coach.
6. The client is likely to prefer a mix of “structured” and “free flowing” approach
7. The client is likely to engage with the coaching process with sincerity but may find it difficult to set his/her own coaching agenda and may slip into a recipient location.
8. The client is likely to need some degree of healing and emotional support.
9. The client is likely to engage enthusiastically with the coaching process, but may at times oscillate between scepticism and over-reliance on the coach.

trigger questions for coaching

What small steps would you like to take and what fears/apprehensions block you?

Which of your 'shoulds' and 'musts' are you willing to review and how can you renegotiate with the context and redefine your role and boundaries?

How do you engage with conflict and what could be some other ways of dealing with it?

What are your dreams for yourself and how do you handle conflict?

What goals do you have for yourself and what is coming in the way of their pursuit?

What does groping in the dark mean to you and what crutches of certainty are you willing to give up?



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

