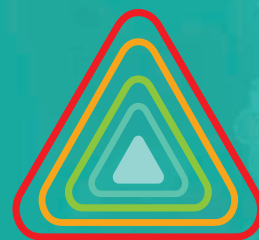


CORPORATE QUANTIFICATION AND APPLICATION



TRIANGLES MODEL
TRANSCEND WITH EXPANDED CONSCIOUSNESS

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TRIANGLES MODEL

BACKGROUND

In 1992 neurosurgeon Dr Ian Weinberg proposed a model based on the neuro-sciences as well as the developing science of psychoneuro-immunology (PNI) – the scientific study of the mind-body connection. The model was developed in an attempt to identify and incorporate the full range of behavioural attributes based on the determinants of the nurture dynamic. Following a study of degrees of deprivation of neonatal and infant needs, three Archetypes were defined. The model, which is referred to as the Triangles Model, was completed in 2006 with the incorporation of the relevant chemical configurations associated with each Archetype. Each Archetype therefore consists of a determining nurture deprivation heritage, inherent processing traits, values, needs and drives as well as a chemical configuration.

In 2010 Ian Weinberg compiled an online Neuro-Diagnostic© which was programmed to comprehensively profile users in terms of their levels of personal gratification, self-esteem, self-worth, self-efficacy, purposefulness as well as potential in terms of leadership and entrepreneurship. The data supporting the Neuro-Diagnostic was derived from several thousand case studies. In effect, the Neuro-Diagnostic provides an accurate snap-shot of all prevailing drives, fears and potential limiting beliefs.

Several studies in the form of Masters degrees have been undertaken to evaluate the validity of the Neuro-Diagnostic. In a study performed in 2010, a direct correlation was found between the three Archetypes and meta-programs, as defined by the Identity Compass psychometric. A later study validated the Archetypes in the context of illness predisposition (2011). The Neuro-Triangles Model has also been validated as a means of profiling degrees of effective leadership and entrepreneurship (2012).

The three Archetypes may be summarized as follows:

- 1. The Bravo Archetype:** This Archetype evolves from a nurture dynamic of moderate deprivation. This Archetype is highly driven to achieve objectives, knowing that there will be ultimate reward for task application. One of the important drives is fear of failure to achieve the objectives. The Bravo Archetype is self-absorbed and judgmental, but efficient and ambitious. Issues which may arise as a result of excessive fear is the need to control and the inability to delegate.
- 2. The Charlie Archetype:** This Archetype emerges from a nurture heritage of extreme deprivation. Here are found low self-esteem and low self-efficacy indices. This Archetype may incorporate the belief that they are not worthy of gratification and that they are born to serve others. The deprivation heritage may also give rise to traits of hostility and vengefulness towards those who they believe are more successful and fortunate than themselves. The combination of low self-esteem, hostility, vengefulness and suppression may give rise to the sociopathic personality disorder or in extreme forms, to psychopathy. On the positive side, individuals with this archetype often have talents. This is important in the context of intervention.



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- The Alpha Archetype:** The Alpha Archetype is a product of minimal deprivation. They are non-judgmental and sensitive to the extended environment. They are driven by task-engagement gratification rather than by the achievement of objectives alone. They also derive gratification from value contribution to their environments.

In practice, a continuum exists such that there are no pure Alpha's, Bravo's or Charlie's. Rather, individuals generally incorporate traits from all three Archetypes but are still recognizable as occupying a defined point along the continuum. Defined Archetypes therefore include Alpha, Alpha-Bravo, Bravo, Bravo-Charlie and Charlie.

QUANTIFICATION

The Neuro-Diagnostic consists of four sections:

- Triangular configuration:** This is a diagrammatic representation of how the individual prioritizes his/her life in regard to work, personal and recreation. Incorporated into the diagram are measures of fulfilment/gratification in the work and personal environments. Gratification that falls below a statistically significant threshold usually indicates the onset of a hopeless-helpless mind state which may impact negatively on wellness, performance and leadership.
- Verve score – defining the functional Archetype:** The Archetype reflects degrees of self-esteem, self-efficacy and resilience. Generally, the lower the score (tending to Bravo-Charlie or Charlie), the lower the self-esteem and purposeful motivation. This score usually reflects nurture influences.
- Corporate Profile:** This section provides a measure of self-worth or value contribution to the work team/unit/company. It is represented as a graph such that individuals who are at least ten percentage points above the threshold line on the Y-axis are motivated and productive. Those falling on or below the line reflect the onset of hopeless-helplessness. This may result from inappropriate placement of the individual in a specific job description and/or problematic management of the work team/unit.

The entire work team/unit/division/company can be plotted on the same grid thus providing a snapshot of the effectiveness of the group (See appendix).

- Leadership-entrepreneurship index:** This section provides a measure of the leadership and entrepreneurship potential of the individual on a sliding scale. There are three defined areas: High end – visionary leaders; Middle – competent senior managers or directors; Low end – deficient in leadership potential.

The Neuro-Diagnostic is fully quantified. This quantification is also used to generate the mean percentage of effectiveness of the work team/unit (Corporate Efficacy Index – CEI). In this way, both the individual and the work team/unit and indeed the entire company can be quantified and tracked (See appendix).



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Derived from this diagnostic are four indices – **GRAT** (representing personal gratification); **RES** (representing self-esteem and resilience) and **WORTH** – (representing self-worth/value contribution). The fourth index is the hostility index (**HOS-I**) which quantifies the level of hostility in the individual. The first three indices can be generated for the individual and can also be used to generate the mean for the group. They can also be tracked for the individual and for the group thus providing valuable insight into evolving trends and challenges emerging at the workplace (See appendix).

LEADERSHIP IN THE CONTEXT OF THE TRIANGLES MODEL

The most effective leader is the combination of the big picture sensitivity of Alpha and the hands-on experience of Bravo – hence the Alpha-Bravo configuration. The Alpha-Bravo leader leads by inspiration and by inviting an all inclusive employee contribution to enhancing the effectiveness of the organization.

The classical Bravo-type company structure and management style is top-down prescriptive with the motto 'my way or the highway'. It is non-inclusive of lower levels of the employment structure and looks down upon input from employees at lower levels. Tenure and promotion therefore favours the Bravo Archetype.

The Charlie Archetype may emerge, through manipulation, into a position of authority. Owing to their low levels of self-esteem, they function by surrounding themselves with able-bodied Bravo's and hold them to ransom. It is this 'rosette' which then leads prescriptively in a top-down manner. In this organization there will be a great deal of fear and insecurity.

CASE STUDY

MJ was an Alpha-Bravo Archetype and was appointed as the new CEO of a traditional Bravo financial institution. In order to change the management styles and structures and create a more inclusive organization he embarked on the following processes:

1. At the level of the work team/unit he initially requested that the team collectively define its deliverables. He then held them collectively accountable for the delivery.
2. He implemented checks and balances in the form of KPI's and 360's
3. Individuals of the work team that failed to meet expectations were sent for appropriate coaching on three occasions. If they still failed expectations, they were 'put on terms'. In other words they were prescribed to in terms of work required. If they still failed, then they were laid off.
4. Work teams were encouraged to provide input and to innovate. Rewards were presented collectively to teams that succeeded in the challenge.
5. Dialogue was encouraged horizontally and vertically – the CEO himself responding personally to e-mails.
6. Line managers and above them, senior management, were selected on the ability to co-ordinate the work teams in a new paradigm of function.



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This financial institution doubled in size over a period of eight years. It had the lowest staff turnover in the industry and its logo and mission statement were proudly subscribed to by the vast majority of its employees. Fundamental to its success was relationship-building, both within the organization and with its clients.

ARCHETYPAL CHALLENGES WITHIN THE WORK TEAM

Bravo is driven by fear of failure and hence needs to control and is averse to delegating. Bravo is also self-absorbed – driven by the five finger rule: What's; in; it; for; me! Consequently Bravo is not a great team player. In a work team under pressure, Bravo will be intolerant of Charlie's inadequacies and will judge and attempt to control the apparent relaxed attitude of the Alpha type. Invariably Alpha, who is self-assured and connected to the bigger picture, always manages to deliver on time, even managing to 'smell the roses' along the way!

As a result of constant harassment of Charlie by Bravo, the Charlie self-esteem and self-efficacy may deteriorate and result in compromised performance and increased absenteeism. Invariably it is the Alpha-Bravo or high scoring Bravo that modulates the fear of Bravo through reassurance. Charlie is invited to participate, Bravo is encouraged to delegate (in controlled amounts initially) and the language slowly changed from judgmental aggression to non-judgmental, sensitive inclusiveness. Mediation/facilitation however may need to be more formalized through the manager or coach.

In the event that the Charlie Archetype incorporates traits of hostility, more complicated challenges arise and consequently this is best managed by an external coach/facilitator.

WHY THE TRIANGLES MODEL?

Corporates have chosen the **Triangles Model** for different reasons. This overview summarizes our collective experience with several financial institutions over a number of years.

1. Why did they choose the Triangles Model?

- They sought a comprehensive **wellness, performance and leadership** application with a track record and accreditation/authentication
- They required a **validated neuro-scientific** corporate application
- They required a seamless program which was applicable to multiple levels within the corporate and amenable to follow-up coaching
- They required **quantification** of the starting point and following intervention as a measure of the success of the application
- They required an internal culture change - necessarily incorporating changes to management styles and structures



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2. What was the challenge?

- Tailored approach required if the inherent problem was systemic or due to problematic key individuals or both
- If problems existed at the executive committee level, a boardroom workshop and collective mediation has been required followed by selective one-on-one coaching
- If in addition, cultural change was required, buy-in had to be at the highest levels with agreed mandates for roll-out. Ongoing quantification and tracking was essential together with progress reporting

3. What was the intervention?

All interventions commenced with a workshop to establish a common frame of reference. **Neuro-Diagnostics** were completed by all participants online prior to the workshop. This was then followed up with the following sequence of interventions:

- Individual feedback session
- **E-Modulate** online electronic neuromodulation template (if applicable)
- Individual one-on-one coaching
- Group coaching facilitation
- Follow-up Neuro-Diagnostics online
- Tracking and reporting with indices and group corporate grid

4. What was the solution?

- Orientate the intervention towards developing a broader management style and structure to become more inclusive of participation at the lower levels - backed up with appropriate rewards.
- Move towards work-unit collective responsibilities with defined and agreed deliverables
- Create a culture of value-driven, autonomous work units. Checks and balances in the form of KPI's and 360's.

5. What was the benefit?

- Enhanced performance and productivity
- Decreased absenteeism
- More inspiring work environment – oriented towards team players



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APPENDIX

Corporate Indices - Current users

Name	E-mail Address	Latest Diagnostics
E D	@mail.com	2014-10-01
F M	@mail.com	2013-12-16
J W	@mail.com	2015-03-26
R D	@mail.com	2014-05-29
S G	@mail.com	2014-02-07



Triangular Index

Corporate Efficacy Index

Indices

Delete Selected

Triangular Index

Name	Pre-Diagnostic	Post-Diagnostic	Triangular Index
A W	2013-07-10 64%	2015-05-08 80%	+16%
G N	2011-01-25 70%	2012-06-14 88%	+18%
J O	2007-11-20 64%	2009-04-23 88%	+24%
L V	2011-01-14 42%	2012-04-01 84%	+42%

Group index is **25.0%**

Corporate Efficacy Index

Name	Latest Diagnostic
E D	2014-10-01 62%
F M	2013-12-16 56%
J W	2015-03-26 32%
J P	2014-11-18 66%
R D	2014-05-29 22%
S G	2014-02-07 62%

Corporate Efficacy Index is **50.0%**

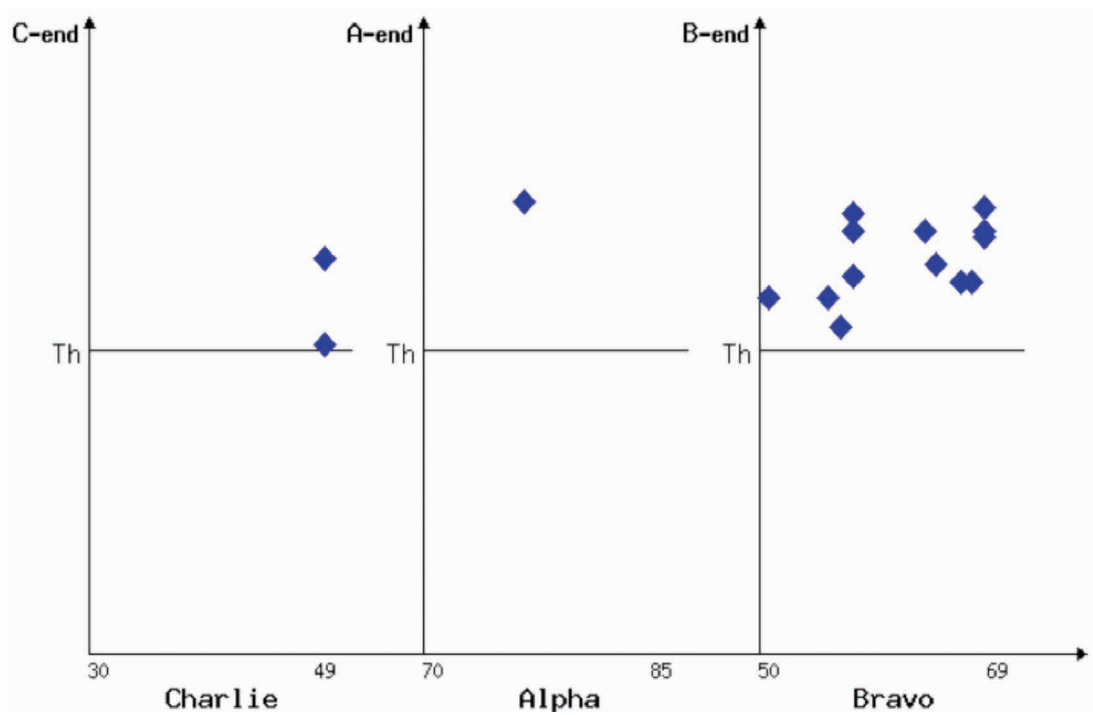


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Indices

Name	GRAT	RES	WORTH
B S	80%	54%	63%
B L	50%	50%	63%
C C	100%	31%	48%
C K	20%	13%	40%
C H	50%	47%	59%
Mean	60.0%	39.0%	54.6%

Corporate Group Profile





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