

THE SUCCESS PROFILES PERFORMANCE MATRIXSM

By

Roger E. Boswarva FBIM, CPT and Virginia Koenig CPT

Presented at

The International Society for Performance Improvement

N.E. Regional Chapters' Conference — October 25, 2002

and

Annual International Conference — April 10–15, 2003

Corporate and/or individual performance improvement efforts can now be done with the benefit of a metrics grid which delineates the correctly aligned values of performance capacities that must be addressed in any effort to evaluate and optimize performance.

The availability of such a tool as *The Success Profiles Performance MatrixSM* is big news. It fills what has been a huge void with a proven method of establishing, measuring, and correcting as needed, the elemental components of successful performance.

Enron, Arthur Andersen, Global Crossing, WorldCom, Xerox, the discord between Time Warner and its partner AOL, the bankrupting of major US airlines; even the failures of Amtrak's Acela and the Hubble space telescope, the hormone therapy debacle and the 9/11 World Trade Center disasters all could have been prevented with a correct use of the *Success Profiles Performance MatrixSM*.

Similarly, the successes of such individuals and enterprises as Warren Buffett, JetBlue, GE, Sam Walton and Walmart, Richard Branson and The Virgin Group can be traced to relative success in performing correctly the factors of the *Success Profiles Performance MatrixSM*.

What is the *Success Profiles Performance MatrixSM*? And what are its factors?

The *Success Profiles Performance MatrixSM* is a correctly aligned delineation of the abilities, faculties, capacities and skills which must be adequately and correctly performed if any individual or enterprise is to succeed in any undertaking or attempt to produce optimum outcomes.

It is a matrix of capacities to perform which must be correctly established, in place, and aligned one to the other, if any individual or enterprise is to interface correctly and accomplish intended optimum outcomes.

In application, the *Success Profiles Performance MatrixSM* is used as the metric or grid against which all vital capacities to perform can be measured and evaluated for any individual, business undertaking, corporate structuring and organization, or armed forces and governmental operation.

The Success Profiles Performance MatrixSM is the vital tool to apply in any performance improvement undertaking.

History

The Success Profiles Performance MatrixSM is the result of forty years research by Alan C. Walter into the attributes of success — successful people: businessmen, sportsmen, performing artist stars and the like; and also of group activity success such as in business undertakings, corporate organization and function, team sports champions.

This was unique research, for Walter did not focus on what was wrong that needed to be fixed; but on what were the strengths, virtues, abilities, desired faculties and capabilities that could be emulated, or otherwise addressed for strengthening or to ensure they were properly present and functioning.

In 1991, Walter published his research breakthroughs in his two-volume masterwork, *The Zones of Life*. (Wisdom Publishing, Route 1, Box 134, Saint Jo TX 76265 or from www.knowledgism.com or www.wisdompublishing.com)

Application

The Success Profiles Performance MatrixSM can have several levels of depth of application.

At the simplest level, the twelve essential factors of operational competency can simply be checked for integrity. On more complex, in-depth performance improvement assignments, each operational competency factor can be rigorously measured and analyzed, and then remedial action taken for their correct establishment and upgrading of performance and application.

Each application of the matrix can also be carried out to addresses different gradients of correctness, different levels of completeness of establishment, or to achieve different levels of competency.

The Success Profiles Performance MatrixSM and its Elements

The Life Analysis Profile chart on page three following, and the Skills Analysis Profile chart on page four, each carry six of the essential operational competency factors. It is on these profile charts that measurement of each factor can be plotted.

These profiles measure and display the client's current capacity for success or likelihood of failure in its undertaking (organizational or business) or in life (individuals).

The Life Analysis measures the factors essential to a successful set-up and capacity to interface organizationally or with the market-place and society (business organizations) or with the environment and in relationships in life (individuals).

Name: _____

Date: _____

LIFE ANALYSIS GRAPH

THE ZONES	LEVELS OF EXISTENCE		ABILITY TO KNOW	ETHICS	UTILIZATION OF POWER	SIZE OF GAMES	SELF	INTERFACE
<p>GREEN ZONE Makes things go right. Is living his dream. Is in right place at right time with right whos, whens, wheres, hows, and whys, doing right actions with right intentions and moods. Is knowledgeable about subjects and things. Has high people, communication and life skills. Happy, prosperous and successful. Levels of Existence are Success Breakout and upward. Majority of life urges in Green Zone.</p>	Mastery	Incompetence	W I N N E N D L Y G	F R I E N D L Y	W O R K S M O R E W I T H	M A K E S M O R E O F	E X P A N S I O N	O F O P P O S I T I O N
	Expansion	Contraction						
	Empowerment	Repression						
	Power	Weakness						
	Abundance	Scarcity						
	Success Breakout	Reluctance						
<p>YELLOW ZONE Doesn't stick neck out. Works for security. Good subject skills, poor people handling and communication skills. Tends to be bored often and operates in conservative comfort zone. Levels of Existence are Disestablished to Production. Some life urges in Green Zone some in Red Zone.</p>	Production	Incompletions	M A Y B E	H O S T I L E T O	A M B I V A L E N T	W O R K S F O R	M A K E S L E S S O F	S T A T U S Q U O
	Development	Anxiety						
	Stability	Threatened						
	Establishment	Disestablished						
<p>RED ZONE Is in wrong place at wrong time with wrong whos, whens, wheres, hows, and whys, doing wrong actions with wrong intentions and moods. Poor or destructive people and communications skills. Doesn't trust people. Lots of wrong data and fixed ideas. Uses knowledge as a weapon. Unhappy, no money, no space, no time, unsuccessful. Levels of Existence are Hostile and below. Major portion of life urges in Red Zone.</p>	Modeling & Standards	Hostile	L O S I N G	E X T R E M E H I D D E N	H O S T I L I T I E S	W O R K S A G A I N S T	M A K E S N O T H I N G O F	C O N T R A C T I O N
	Game Planning	Immobile						
	Help & Support	Destruction						
	Trust	Sabotage						
	Order	Chaotic						
	Presence	Absence						
Copyright 1991 Alan C. Walter	DOMINATED ATTITUDE		DOES N'T KNOW doesn't know 1	SUCCUMB 2	WEAK 3	NOT PRESENT 4	NOT SELF 5	CONFLICT

Name: _____

Date: _____

SKILLS ANALYSIS GRAPH

	FUTURE SUCCESS POTENTIAL	LEVELS OF EXISTENCE		COMMUNICATION	EMPATHY	ACTION	EFFECTIVENESS	CONFIDENCE LEVEL	ACCOMPLISHMENT	
10,000	EXCELLENT	Mastery	Incompetence	ANYONE CAN COMMUNICATE TO ANYTHING	LOOKS FOR GOOD	ACTION WITHOUT RESERVATION	DELIVERS WHAT IS PROMISED	WILLING TO BE AT RISK	DEAM	ACHIEVES
1,000		Expansion	Contraction							
100		Empowerment	Repression							
90		Power	Weakness							
80		Abundance	Scarcity							
70		Success Breakout	Reluctance							
60	GOOD	Production	Incompletions	ONLY MOSTLY TALKS TO FEW	NOT SURE OF GOOD OR BAD	CAUTIOUS	HAS TO BE MADE	UNSURE OF SAFETY	HOPEFUL	PRODUCTIVE
50		Development	Anxiety							
40		Stability	Threatened							
30		Establishment	Diseestablished							
20	FAIR	Modeling & Standards	Hosile	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	PRONE	MISTAKE
10		Game Planning	Immobile							
0	DOUBTFULL	Help & Support	Destruction	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	UNLUCKY	VERY VERY
-10		Trust	Sabotage							
-20		Order	Chaotic							
-30		Presence	Absence							
-40	VERY LITTLE CHANCE	Modeling & Standards	Hosile	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	PRONE	MISTAKE
-50		Game Planning	Immobile							
-60	SOMETHING ALWAYS GOES WRONG	Help & Support	Destruction	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	UNLUCKY	VERY VERY
-70		Trust	Sabotage							
-80	WILL FAIL	Order	Chaotic	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	UNLUCKY	VERY VERY
-90		Presence	Absence							
-100	POTENTIAL FOR FAILURE	Modeling & Standards	Hosile	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	UNLUCKY	VERY VERY
-1,000		Game Planning	Immobile							
-10,000	POTENTIAL FOR FAILURE	Modeling & Standards	Hosile	ONLY TALKS OF COMMUNICATION SOMEONE'S BACK	DOESN'T TRUST LIFE	ATTEMPTS TO STOP	WHAT HE / SHE STARTS	EVERYONE AVOIDS RISK TO	UNLUCKY	VERY VERY
		Game Planning	Immobile							
		Copyright 1991 Alan C. Walter		WITHDRAWN	ANTIPATHY	INACTIVE	INEFFECTIVE	WORRY	FAILURE	

These factors are:

- Ability to Know
- Ethics
- Utilization of Power
- Size of Games
- Self
- Interface

The Skills Analysis measures the essential set of skills required for accomplishment of any undertaking.

These are:

- Communication
- Empathy
- Action
- Effectiveness
- Confidence Level
- Accomplishment

These positive success factors, as shown across the top of the two profile charts, also have their negative, non-survival expressions, as follows:

Life Analysis Profile

<u>Positive–Survival</u>	<i>versus</i>	<u>Negative–Non-Survival</u>
Ability to Know	——	Doesn't Know Doesn't Know
Ethics	——	Succumb
Utilization of Power	——	Weak
Size of Games	——	Not Present
Self	——	Not Self
Interface	——	Conflict

Skills Analysis Profile

<u>Positive–Survival</u>	<i>versus</i>	<u>Negative–Non-Survival</u>
Communication	——	Withdrawn
Empathy	——	Antipathy
Action	——	Inactive
Effectiveness	——	Ineffective
Confidence Level	——	Worry
Accomplishment	——	Failure

The individual, or business undertaking, when measured and profiled, will be found to have each of these success factors or faculties in a state of establishment and application somewhere between the two extremes of the maximums of positive and negative.

Thus the profiles also show where “up” is, and are also used to measure before and after improvements following either processing of abilities to upgrade for individuals or, for organizations, the address to the establishment and correct functioning of capacities.

Equally important, these charts delineate the spectrum of Levels of Existence, the range of moods or emotions in which an individual or corporate group can operate with relative to various subjects and, they express the state of a series of critical abilities and capacities as compared to the individual’s or group’s own ideal and true potential.

As noted in the lower part of the graphs, colored as the Red Zone, ability is severely impaired and often used negatively against self and the environment. Success potential is poor to routine failure.

In the Yellow Zone, the individual’s or business entity’s success potential ranges from doubtful up through fair to good.

In the Green Zone, the individual’s or business entity’s success potential and powers of operation are very good ranging up to excellent.

We will not deal with the full subject of what these charts contain today, as that is a vast subject, and is fully covered in Alan C. Walter’s, “*The Zones of Life*.” We will restrict ourselves to an introductory look at the innate abilities and powers we each have that are noted across the top of each of these profile charts and how they can be applied to corporate operations as part of The Success Profiles Performance MatrixSM address. For it is these individual abilities and powers that can be measured, addressed with processes and improved.

Let us now line these success factors, faculties or abilities up against each other and see how they relate as a Performance Matrix.

Life Profile:

Ability to Know □ Ethics □ Utilization of Power □ Size of Games □ Self □ Interface

Skills Profile:

Communication □ Empathy □ Action □ Effectiveness □ Confidence □ Accomplishment Level

In order of importance, the first faculties to address in any application of the matrix to a corporate or group undertaking, are those to the left of the profiles: *Ability to Know* and *Communication*. This is because each faculty to the right-hand side depends for its capacity to perform on those to the left. In other words, the quality of establishment and performance of each faculty to the left feeds to the faculties on the right what is required

for them to be established and perform. The power flow of performance, interface and accomplishment flows through the faculties, one to the other, from the left to the right.

Let us look at some examples.

In 1991, during Operation Desert Storm, the US Marine Corps and Army found they could not communicate with each other because their radio and communications systems were incompatible. Thus their ability to know what was needed for their optimum interface (the other faculties will be dealt with later in this address) in the theater of war was impeded. Luckily, it cost no lives. Wisely, these two branches of our armed forces subsequently remedied this incapacity.

In 1993, when the New York City Fire Department and emergency services responded to the bombing and subsequent fire in the lower floors of the World Trade Center, they found their radio and communications systems did not work in that environment. There are technical reasons for this, which are remediable, but nothing was done to rectify the situation. No lives were lost as a consequence on that occasion.

On September 11, 2001, during the World Trade Center disaster, some hundreds of firefighter and other lives were lost directly as a consequence of the inability to communicate and the inability to know what was available and needed to be known.

There were many communications failures that day, but two important and catastrophic ones stand out.

Firstly, the emergency response and Disaster Preparedness organizations in New York City had not learned from the lessons of the Marine and Army Corps in Desert Storm. The various emergency response interdepartmental teams could not communicate with each other. The Police helicopter crews relayed a warning with ample time for evacuation of the second tower that its support girders were red-hot and likely to fail as had occurred in the first tower collapse. But the warning did not get to the firefighters whose emergency communication system was incompatible with the police.

Secondly, the Fire Department command, apart from a failure to be in communication with the police and Port Authority systems, could not themselves communicate to their own men. It was a failure they had failed to rectify from eight years before.

But then, we also now know that had the communication lines been properly in and working honestly within the FBI, and between our various intelligence organizations, the disaster of 9/11 might well have been prevented in the first place.

As reported in *The York Times*, dated August 28, 2002, under the heading “Senate Report on Pre-9/11 Failures Tells of Bungling at FBI” the following was stated:

“A new Senate report on intelligence failures before Sept. 11 has concluded that ignorance and ineptitude of FBI supervisors and lawyers in Washington blocked field agents around the country from pursuing evidence that might have helped

provide the bureau with what one of the authors of the report called a ‘veritable blue-print for 9/11’.”

The report goes on to cite specifics of blocked communications, failure to properly act on what was known, incorrect evaluation of importances, inaction, lack of correct interface, and refers to one FBI whistleblower’s subsequent complaint that those who mishandled the situation “might” be trying to cover up their mistakes.

This apart from the antiquated, physical limitations revealed in a report in *The Wall Street Journal*, dated July 9, 2002. Can you imagine, in this day and age, agents lack e-mail and thus are unable to interface or share needed knowledge on a timely basis! That the method of knowledge transfer and sharing is by way of paper passed on in envelopes!

A study of this particular case reveals a textbook example of how failure to have correctly established and performing *Success Profile Performance Matrix*SM elements installed and present leads to disastrous consequences for any undertaking.

Applying a *Success Profile Performance Matrix*SM analysis to the above report, for example, one can easily see how the impaired ability to communicate and thus the *inability* to know negatively affected the ability to make optimum decisions (ethics), affected utilization of power, size of game (correct scope of the vision of the scenario and of response), the deployment of correct organizational resources (self), and the interface needed to get the job done.

The above is a brief example of the interplay and sequential dependence of the Life Analysis Profile faculties one to the other in the case cited. The same failures can be seen across the sequence of the Skills Analysis faculties.

In the corporate world, communication and the ability to know are no less important.

Following are some brief examples and descriptions of how each of the faculties of *The Success Profile Performance Matrix*SM applies in a corporate analysis. The examples are brief for the purposes of this presentation as a thorough depiction is rather large for our purposes today.

For a similar exposition of how these Success Profile elements apply for individuals go to: <http://www.abilityconsultants.com> under “Presentations and Publications” and see “ISPI Annual Conference, April 2002”. This is the proceedings version of the presentation given by the author at the 2002 Annual Conference of The International Society for Performance Improvement.

Having referred to the application of this material to individuals, it is important to note that group endeavors, whether business corporations or governmental agencies, are organizations composed of individuals, and the same faculties must be properly used by each if they are to succeed in their endeavors, whether individual or group. And the reader of this material will easily see how the examples used here apply to each.

In terms of everyday life and living, ABILITY TO KNOW is expressed as the ability to learn; the ability to be dynamically present, to inquire and to fully perceive and comprehend. It also requires that one skillfully employ the capacity to be in communication with that which one wishes to know.

It is interesting, if not unnerving, to see how frequently one finds the knowledge and communication flow lines to be faulty in corporations. Even McKinsey & Company, the management consultants, recently revealed an appalling lack of ability to access the knowledge it had within its own organization and communicate it. The report revealed they had never created the ability to do so.

In practice, it is quite routine to find these faculties, “ability to know” and “communication,” to be absent or impaired in organizational operation; for these faculties are also typically impaired in the composite of individuals comprising such groups.

In individuals, the ability to learn (or know) is an ability we are born with. Young children do it naturally — the big question is, what gets in its way! Similarly, the ability to communicate is one we are born with, but it too becomes impaired in many, and the question again is why?

As it happens, the answers to these questions have been found and are covered in the “How to Learn” and “Communications Mastery Course” materials of both Ability Consultants, Inc. (www.abilityconsultants.com) and Alan Walter. These materials reveal the several “barriers to comprehension” that prevent learning and how to successfully remove them, and also the correct “anatomy and formula of effective communication” and the composite abilities which can be addressed for improved performance.

ETHICS is expressed as the ability to evaluate relative importances and to conceive of good application of that which is known or been learned. This is not just an issue of the philosophical principles of right or wrong conduct, but one of hard-nosed ability to conduct business or one’s affairs in life and to be both viable and moving forward.

ETHICS is thus also the issue of deciding how and where to use one’s knowledge or what has been learned, as well as the powers associated with that knowledge.

Let’s look at some examples.

The Xerox Corporation invented not only the computer mouse and pull-down menus, but the personal computer and the laser printer; yet they failed to conceive of proper orders of importance and correct application of what they had learned. Xerox was a client of mine in London and, in the mid-nineteen-seventies, I was told by one of its senior executives that the future of the company would be in small personal computers for business and home. But history shows that did not happen. And that failure by the Xerox Corporation to conceive of a proper application for what it had learned has cost it untold billions of dollars.

Bridgestone/Firestone Tires and Ford Motor Company in their recent use of what they had learned about their tire failures is an example of both unethical and bad use of knowledge. The cost of that misuse of knowledge is catastrophic to Bridgestone, and huge for Ford. Mike Milkin and Drexal, Burnham, Lambert Investment Bank; Enron, Arthur Andersen, et al, are other examples of misapplication of knowledge; it cost them their businesses.

These are all examples of violations of ethics standards and also lack of empathy for those these businesses served and had a duty to protect (note “empathy” on the Skills Profile lines up with “ethics” on the Life Profile).

Examples of good and profitable application of knowledge or of what has been learned are Thomas Edison and Alexander Graham Bell with their many applications of scientific knowledge. Also Johnson & Johnson’s handling of the Tylenol scare.

The procedures and training techniques needed to enhance and develop an individual’s or corporation’s ability to operate with high ethical competence and correctly evaluate importances and conceive of optimum applications of knowledge have been developed, and are available from Alan Walter’s Advanced Coaching and Leadership Center or the author at Ability Consultants, Inc.

You will notice now how these abilities expressed across the top of these two profile charts lead one to the other across each chart and the ones to the right depend for their performance upon the quality of the ability and application of the preceding one to the left.

Next in sequence is UTILIZATION OF POWER. On the Skills Profile it is ACTION.

Correctly determining how and where to apply one’s knowledge or invest one’s powers or energy and resources, apart from being a matter of ethical decision, results in maximum potential for use of powers and action. It is also true to say that having a high empathy with those with whom one has to co-act, or with the elements in an environment in which one is to act, enhances utilization of power and increases one’s ability to act, and act correctly and in harmony.

You will likely have had experience, in yourself or seen it in others, of the negative impact on your ability to proceed toward the attainment of objectives when there has been an incorrect determination of how and where to apply knowledge or invest energy or power. The abilities affected are: the capacity to act, and the ability to use and/or direct power.

There are several aspects of this. An individual’s or corporation’s energy or power can be wasted, or collides with barriers, impediments or dispersal when the target or the methods of the action are inappropriate or incorrect. Frustration can result and unwillingness to act or confusion can set in.

At worst, if the actions are decidedly unethical and need be hidden, then the power utilization is inverted and the activity stays small or contracts and can vanish (as is seen in unethical business activity that causes bankruptcy). Individuals suffer this as well. Unethical conduct or wanton misuse of power leads the individual to having to stay hidden as the source of that action, with the result that the individual's powers, size or sphere of influence and size of game diminish. And of course, when individuals within a corporate setting are acting unethically they can bring the corporation down with them.

Thus we see, failure to be in proper communication and the inability to know not only affects ethics and empathy, it can directly affect utilization of power and the ability to act. And similarly, inadequate ethics and antipathy even in the presence of adequate knowledge will negatively impact utilization of power and action.

Conversely, where the use of knowledge is wise and beneficial for all and applied with empathy, there is great gusto in the use of one's energy towards attaining objectives and much contribution to the endeavor by others, including customers. And this leads to a large and expanding game.

The next area of ability is **SIZE OF GAMES**.

As noted above, each succeeding faculty depends upon the quality and application of the preceding abilities/faculties in the sequence. Thus the **SIZE OF GAME** is influenced by the **UTILIZATION OF POWER**, the **ETHICS** elements of ability before that, and the all important **ABILITY TO KNOW** at the head of the column.

SIZE OF GAMES is expressed as the willingness and ability to envision and embrace or not a large scope of responsibility and activity, and the ability to *effectively* manage large dreams, aspirations and operations. Thus **SIZE OF GAMES** and **EFFECTIVENESS** are twin faculties on the profiles. One could also look at this faculty as an expression of responsibility level and willingness to be correctly at cause and produce desired outcomes.

Where utilization of power is small, or willingness to be responsible is low, the **SIZE OF GAMES** will be small. And the individual or corporation will automatically avoid or withhold himself or itself from big, winning games. Where the ability to use power is free and able, and willingness to be responsible is vast, the **SIZE OF GAME** and capacity for winning are both enormous.

The next attribute or faculty, **SELF**, is the created Beingness or operational entity through which you or the corporate endeavor operates. It is the who, what and how you as an individual or the company operates, and is the result of the application of all the foregoing abilities. A properly structured and performing operational entity has a high confidence level (Skill Profile attribute).

In the corporate realm, and in military or governmental operations, SELF is expressed as deployment of resources. This, then, leads to the final success factors of the matrix.

The final and composite ability factor measured on the Life Analysis Profile is INTERFACE. On the Skills Profile it is ACCOMPLISHMENT.

There are two aspects to this. One relates to the interfacing and relative harmony with which the composite factors of the individual's Being, or of the corporate entity, work together toward the successful attainment of their dreams, aspirations or objectives. In the areas of your life where you are relatively unable you are likely to be aware that there is some "internal conflict" —which is not uncommon in group activity.

In the areas of your life where you know you are very competent, you will be aware of having harmony of abilities and faculties, and tremendous power and facility in directing and using your life-force to attain the results you want. The unable have "mind chaos"; the able have certainty of decision and direction. This is true of the corporate endeavor as well.

The other aspect of INTERFACE relates to how the individual or corporate entity works with or against its environment and others. The reason one creates the Beingness one does, is to play a game with others or indulge in actions of exchange in an environment.

Thus, for an individual, an important aspect of INTERFACE is how that Beingness known as "you" relates and interfaces with others and the game of life. It is the same for the corporate entity. This is expressed, for example, by the ability to exchange honorably, and the ability to give and take with harmony and understanding. If you look at the folk around you in everyday life, you see this often expressed in terms of "working with" or "being in opposition". Some folk naturally are in harmony and work with their fellows, while others are secretly or overtly constantly acting as opponents to and in conflict with others.

It is the same in the corporate realm.

All of these conditions, abilities and faculties can be improved and upgraded with the processes and techniques now available as a result of the work by Alan Walter. And it is this action that can and should be taken if we are to accomplish true performance improvement in the areas we address.

But the beginning of the improvement process is with an analysis of the corporate or individual existing condition based on the *Success Profiles Performance MatrixSM* factors.

The purpose of this presentation today, was to introduce, and I again emphasize the word, introduce, you to the *Success Profiles Performance MatrixSM* and its factors.

We have not had the time to deal fully with this subject, nor the items of the Skills Profile, but I trust what has been given helps you appreciate this most valuable, newly validated method of approach to the establishment of successful performance elements and their improvement.

However, out of regard for the importance of the first of the Skills Profile faculties, COMMUNICATION, I will relay some key, relevant information for you to work with. This is important, as communication is at the head of the skills factors that determines the issue of ACCOMPLISHMENT versus FAILURE.

There are two aspects to COMMUNICATION and its affect upon the rest of the skills related abilities that result in ACCOMPLISHMENT versus FAILURE. One aspect relates to the ability to be in communication with one's environment and others and to perceive and inflow information or knowledge. The other relates to the ability to outflow and communicate to others successfully.

Successful COMMUNICATION has an exact formula or anatomy and comprises a number of abilities, each of which need be ably executed if communication is to succeed.

An exact statement of COMMUNICATION expressing its anatomy and formula is:

Effective Communication is the action of emanating and projecting from an originator a particle, object, idea, thought, envisioned image or concept across space to a receiver with the intention of affecting at the manifestation/receipt point an exact sameness (holographic reproduction) with full understanding of that which was projected from the originator. It requires presence, directed awareness, intention and purpose, control of the projection, responsibility for reception, permeated perception and receipt of exact sameness with complete understanding for communication to fully succeed.

Two-way communication simply requires the roles be reversed between sender and receiver, from outflow to inflow.

As you will observe, this involves a number of abilities and powers be expertly used if one is to succeed, such as:

- Ability to maintain dynamic presence
- Ability to direct awareness (focus attention)
- Perception
- The exercise of volition and choice
- Control of mood parity (emotional relationship)
- Ability to exactly envision the concept to be transferred
- Ability to intend
- Ability to project or emanate
- Control of the projection
- Responsibility for receipt and understanding
- Ability to holographically reproduce exactly that which emanated from sender.

Training techniques and other procedures have been developed by Alan Walter and in successful use for several decades that address and enhance each of these skills and abilities. (Audience members participated in samples of these processes at part of this presentation.)

This is the opportunity we now have as Human Performance Technologists and Performance Improvement Specialists — the ability to address a correctly delineated spectrum of innate abilities and capacities with proven procedures that improve the facility, accuracy and power of use of those abilities and capacities.

We have the opportunity in the corporate realm, now, to address directly and with foreknowledge the critical success element faculties required to be in place for any successful operation. We have the capacity, now, to directly address, measure, analyze and appreciate the relative state of these critical success factors and the need or not of appropriate intervention for improvement.

I think you will agree, as those who are already using these materials know, this gives us an exciting future to our profession.

Roger E. Boswarva, Chairman and Founding Partner of Ability Consultants, Inc. and Management Science Associates, is a management scientist of forty years experience in corporate, executive, and champion athlete performance improvement and a former Australian swimming champion. As a Fellow of the British Institute of Management he conducted management training and led seminars and symposia on executive and corporate performance for both the BIM and the Management Center Europe based in Brussels. His *An Analytical Survey of Industrial Relations* was published in 1980 by International Management Services, A.G. He is a Certified Performance Technologist, and a retired member of The American Society for Industrial Security, and the International Chiefs of Police Association, which experience affords him particular interest in some of the material presented in these proceedings.

Virginia Koenig, President, has spent 18 years in corporate Human Resources. She obtained her Certified Employee Benefits Specialist designation from the Wharton School of Business and the International Foundation of Employee Benefit Plans in 1995, and her Certified Performance Technologist designation from the International Society for Performance Improvement in 2002. She was introduced to Knowledgeism® in 1996, and quickly grasped the value and workability of this technology as a source of true and lasting performance improvement. In 1997, she joined Mr. Boswarva in establishing Ability Consultants Inc. to specialize in ability and performance improvement for executives and organizational teams.

Ability Consultants, Inc.
162 west 13th Street, Suite 1
New York NY 10011
(212) 924-2619
rboswarva@abilityconsultants.com
www.abilityconsultants.com

Alan C. Walter may be reached at:
Advanced Coaching and Leadership Center
www.advancedpowerleadership.com

*COPYRIGHT © 2002
Roger E. Boswarva
ALL RIGHTS RESERVED*