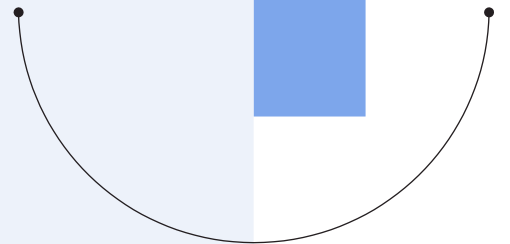
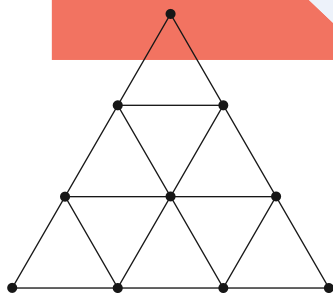




**EUM**  
**Self-System**  
**Report**



# Contents

<a href="#"><u>About this Report</u></a> .....	3
<a href="#"><u>Structure of the Report</u></a> .....	4
<a href="#"><u>Section 1: Preliminary Observations</u></a> .....	5
<a href="#"><u>Section 2: Exploring the Five Imperatives</u></a> .....	6
<a href="#"><u>Section 2.1: Ensuring Perpetuation (UBP/CLAN)</u></a> .....	7
<a href="#"><u>Section 2.2: Deploying Arousal (USD/ARENA)</u></a> .....	8
<a href="#"><u>Section 2.3: Orchestrating Equilibrium (URB/CLOCKWORK)</u></a> .....	9
<a href="#"><u>Section 2.4: Actualising Potential (UPA / NETWORK)</u></a> .....	10
<a href="#"><u>Section 2.5: Seeking Communion (UMI / ECOLOGY)</u></a> .....	11
<a href="#"><u>Section 3: Summary Observations</u></a> .....	12
<a href="#"><u>Section 3.1: You are likely to be energised by roles...</u></a> .....	12
<a href="#"><u>Section 3.2: Challenges that you may encounter</u></a> .....	12
<a href="#"><u>Section 3.3: People in your system are likely to perceive you as...</u></a> .....	13
<a href="#"><u>Section 3.4: Way Forward</u></a> .....	13
<a href="#"><u>Annexure: Nature of the Imperatives</u></a> .....	14

### About this Report

The purpose of this report is to provide some insights about your present ways of relating to your system and suggest actions/ areas of exploration which may help in enriching your relatedness with your system.

Every human being belongs to multiple systems (family, work organization, social bodies, community, society at large etc.) Our patterns of relating to each of them vary according to our beliefs about the nature of the system. Further, we don't just adapt to the system but also influence it. The relationship between the individual and the system is an inter-dependent one, where each is impacted by the other as also impacts the other.

This interdependence manifests itself through the psychological roles taken up by the individual. These roles are partly chosen by the individual and partly get assigned by the system. This process of choice-making and assigning is not always conscious. For example, one may find that a person invariably assumes the role of a mediator in a conflict situation, or another person becomes the gate keeper of all rules and regulations. The roles are a product of the interplay between the dispositions of the individual and the prevalent ethos of the system.

In this report, the interplay between the individual and the system is mapped through five basic imperatives which are applicable to both to individual human beings and the collective systems to which they belong. These are:

1. **Ensuring Perpetuation** (manifests through processes like kinship, belonging, loyalty, respect for tradition, building safety, homogeneity)
2. **Deploying Arousal** (manifests through processes like need gratification, adventure, heroic action, competitiveness, dominance, responding to external threats and opportunities)
3. **Orchestrating Equilibrium** (manifests through processes like boundary management, clarity of expectations, rules & regulations, discipline, orderly functioning, predictability)
4. **Actualizing Potential** (manifests through processes like competency building, forging collaborative links, strategizing, goal-directed movement, continuous improvement)
5. **Seeking Communion** (manifests through processes like altruism, concern for human values, building intimacy, ideological commitment, contributing to the larger environment, sensitivity)

A more detailed elaboration of these imperatives and how they impact individual behaviour and systemic ethos is given in the Annexure.

Each individual/system has its own unique way of engaging with these imperatives and attaches differential significance to them. In this respect, the individual and the system may be on the same page or may differ from each other. When both are on the same page, there is an experience of synergy, but it can also lead to complacency and reluctance to move out of the comfort zone. When they differ from each other, it may cause stress but it also has creative potential for both the individual and the system.

Thus, the objective of this report is not just to create better alignment between you and your system but also to help you explore how the creative potential of the dissonances and resonances can be harnessed. What it offers to you are not definitive conclusions or normative judgements but tentative hypotheses for you to reflect upon. You may also like to reach out to a EUM certified facilitator if you wish to explore them further.

## Structure of the Report

This report has three sections.

**Section 1-** Offers preliminary observations based on your broad pattern of engagement with the system. This is based upon the extent of alignment between you and the system on an overall basis, as also the extent of shift you wish to see in yourself and the system.

**Section 2-** Explores the pattern of your engagement for each of the five imperatives, your perception about your system and resultant implications for your membership and role taking in the system.

**Section 3-** Gives a summary about

- a) Roles that may energise you
- b) Likely perceptions about you in the system
- c) Challenges that you may encounter
- d) Way Forward (*suggested actions/areas of exploration that may enrich your relatedness with the system*)

## Section 1: Preliminary Observations

**Degree of Alignment between Self and System:      Moderate**

**Impetus for change in Self:                              Moderate**

**Impetus for change in System:                          Low**

It appears that while there is an alignment between you and the system in some areas, there are also differences between your beliefs and values about yourself and how you experience them in the system. This can enable you to contribute to the system in your distinct way but may also make you tentative in your engagement with it.

At present, you seem desirous of making some shifts in yourself but do not feel the need for any change in the system. This suggests that while you value the ways of your system, you may also be feeling a little doubtful about your ability to live up to them. Consequently, you are likely to be more comfortable in being a learner/recipient rather than trying to impact and influence. You may like to explore how your unique orientation can add value to the system and help you to carve out a niche for yourself.

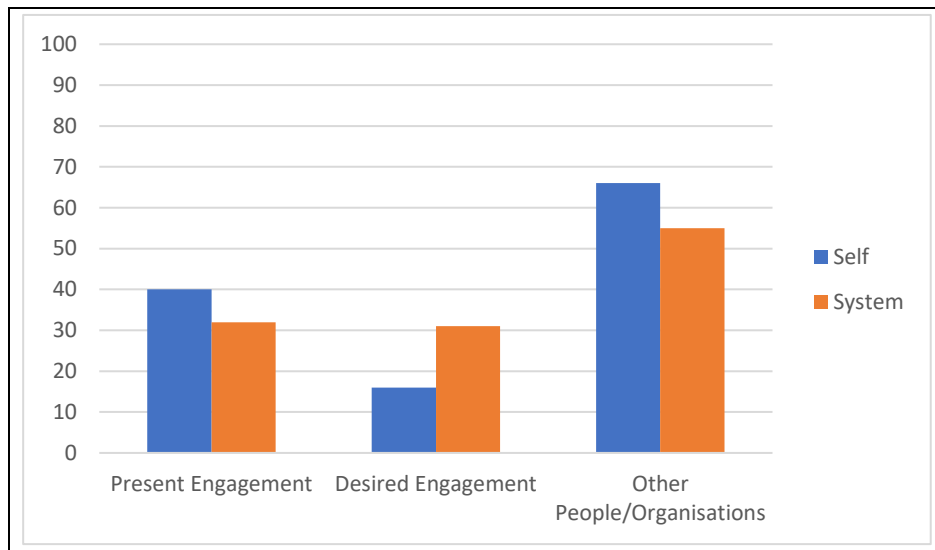
You may like to keep these preliminary observations in mind as you go through this report.

## Section 2: Exploring the Five Imperatives

In this section, we will be looking at each of the five imperatives and how they are configured in your case. This will include:

1. Your present level of engagement with this imperative, the desired level of engagement and how you experience it in others.
2. Your perception of your system's engagement with this imperative, how you would like it to be and how you experience it in most other systems.
3. Comparison of your engagement with perception of the system - both present and desired - and its implication for role taking.

Section 2.1: Ensuring Perpetuation (UBP/CLAN)



**Your Perception of Yourself**

You perhaps experience your engagement with this imperative to a moderate extent and less than most other people. You wish to reduce your level of engagement with this imperative. Consequently, it is likely that you may be feeling the need to take more risks in order to foster your individuality and pursue your goals, needs, and ideals.

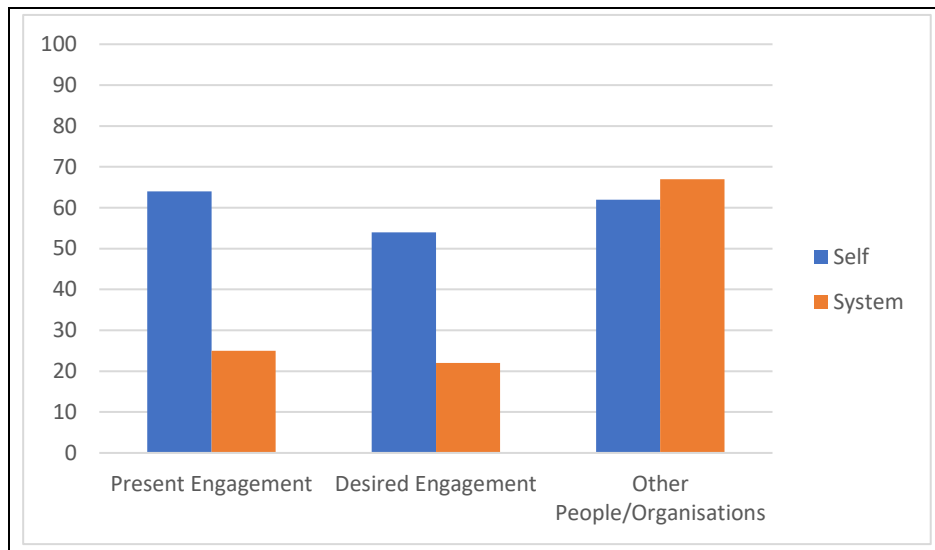
**Your Perception of the System**

You perhaps experience the engagement of your system with this imperative as low and lower than most other systems. You seem to be quite content with your system's low engagement with this imperative. Consequently, it is likely that you believe that an important and distinctive strength of your system is its openness, progressive outlook, and the professional approach of the members. You wish to preserve this strength.

**Your Interface with the System**

While you find resonance with the system in your moderate engagement with this imperative, you wish to reduce your engagement with it. Consequently, your membership and role taking is likely to be accompanied by a wish to explore new avenues (within or outside of the system) as also some hesitation to leave the comfort zone of the familiar. You are likely to be respectful towards authority figures but may find it difficult to identify with them. Also, you may find it easy to trust your colleagues for their intentions but may be sceptical of their competence. You may be seen as well-adjusted but also feeling restless - you may also have an apprehension about potential accusations that may come your way.

Section 2.2: Deploying Arousal (USD/ARENA)



**Your Perception of Yourself**

You perhaps experience the engagement with this imperative as high in most people, including yourself. You wish to maintain your present level of engagement with this imperative. Consequently, it is likely that you would relish competitiveness and would be perpetually "battle-ready". You may find it difficult to understand people who are non-combative. You may run the risk of becoming insensitive to pain and vulnerabilities both in yourself and others.

**Your Perception of the System**

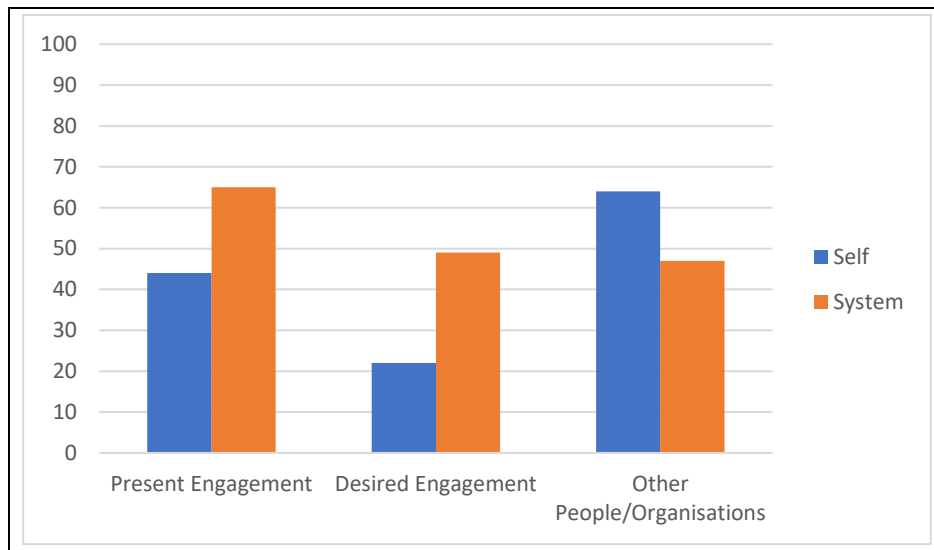
You perhaps experience the engagement of your system with this imperative as low and lower than most other systems. You seem to be quite content with your system's low engagement with this imperative. Consequently, it is likely that you believe that an important and distinctive strength of your system is that it discourages conflict and competitiveness, and members can relate to each other without having to watch their back. You wish to retain this strength.

**Your Interface with the System**

While you may experience a relatively higher engagement with this imperative in yourself than in your system, you seem to have made peace with this disconnect and found ways of living with it. Consequently, your membership and role taking may be governed by the attempts to fulfil this lacuna by creating excitement, pushing boundaries, and looking for challenging situations where you can lead from the front. In this process, you may come across as too self-absorbed and insensitive to others.



Section 2.3: Orchestrating Equilibrium (URB/CLOCKWORK)



**Your Perception of Yourself**

You perhaps experience your engagement with this imperative to a moderate extent and less than most other people. You wish to reduce your level of engagement with this imperative. Consequently, it is likely that you would put greater emphasis on goals, needs, personal equations, etc. rather than on rules and regulations. Simultaneously, you may have a propensity to treat systems as constraining and hence may experience some difficulty with systemic discipline.

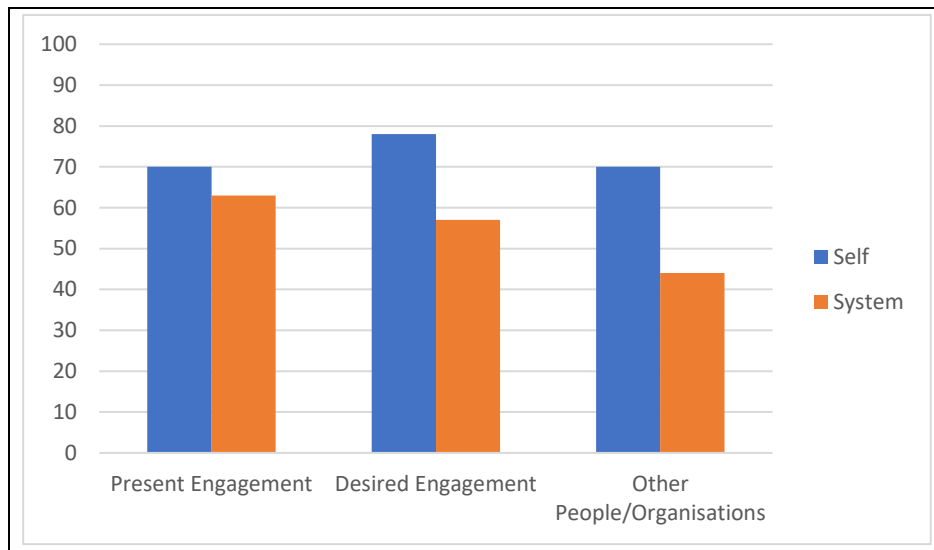
**Your Perception of the System**

You perhaps experience the engagement of your system with this imperative as high and comparatively higher than most other systems. However, you want your system to reduce its engagement with this imperative. Thus, it is likely that you believe that your system needs to release itself from excessive formalization, rigid adherence to rules and norms, siloed functioning, over-reliance on procedures, etc.

**Your Interface with the System**

You perhaps feel that your engagement with this imperative is relatively lower than that of your system. You seem to be dealing with this disconnect by hoping that your system would become more flexible and less rule bound. Consequently, your membership and role taking is likely to be governed by highlighting the downside of excessive regulation and rigidity. Simultaneously, you would advocate for more flexibility, exercise of discretion and informal relating by the members of the system.

Section 2.4: Actualising Potential (UPA / NETWORK)



**Your Perception of Yourself**

You perhaps experience the engagement with this imperative as high in most people, including yourself. You wish to maintain your present level of engagement with this imperative. Consequently, it is likely that you would work toward forging mutually beneficial relationships and would be willing to both compete and collaborate as necessary. You may not pay adequate attention to other facets of human existence, and may find it difficult to understand people who are not driven by success and achievement.

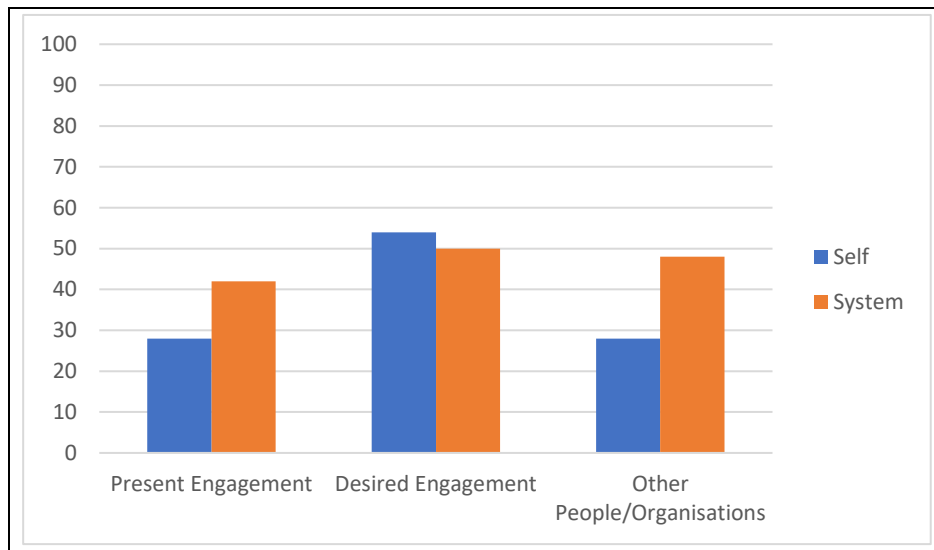
**Your Perception of the System**

You perhaps experience the engagement of your system with this imperative as high and also comparatively more than most other systems. Further, you want your system to maintain this high level of engagement. Consequently, it is likely that you believe that meritocracy, strategic orientation and focus on results are important and distinctive strengths of your system which should be preserved.

**Your Interface with the System**

You find resonance with the system in your high engagement with this imperative and you wish to retain your engagement at the same level. Consequently, your membership and role taking is likely to be accompanied by considerable comfort in investing into collaborative networks that fulfil a purpose or a strategic objective. You tend to place your faith in competency and meritocracy and demand the same from others around you. Continuous improvement and that "there is no free lunch" are values that influence your interface with others. It is important for you that everyone including you adds value to the system.

Section 2.5: Seeking Communion (UMI / ECOLOGY)



**Your Perception of Yourself**

You perhaps experience your engagement with this imperative as low and similar to most other people. You wish to enhance your level of engagement with this imperative. Consequently, it is likely that while you believe that all human beings are autonomous entities, you are also recognizing the need for empathy, compassion, altruism, evocation / inspiration, etc. You may experience some difficulty in anticipating unintended consequences of your well-meaning actions.

**Your Perception of the System**

You perhaps experience the engagement of your system with this imperative to a moderate extent, similar to most other systems. You seem content with the present level of your system's engagement with this imperative. Consequently, it is likely that you are comfortable with your system's ability to balance humanistic values like empathy and inclusivity with pragmatic concerns of task and systemic discipline.

**Your Interface with the System**

You perhaps feel that your engagement with this imperative is relatively lower than that of your system. It appears that you are dealing with this disconnect by trying to adapt to the ways of your system. Consequently, your membership and role taking is likely to be accompanied by a desire to be more empathetic, inclusive, and transparent in your engagements; you would perhaps be cautious to avoid disturbing a collegiate ambience and be being experienced as non-caring and too demanding / tough.

## Section 3: Summary Observations

### Section 3.1: You are likely to be energised by roles...

- ... which provide you opportunities to explore and experiment, without creating any disruption in the system.

---

- ... where you can act without fear and lead from the front.

---

- ... where you have high degree of flexibility and can relate to others in an informal manner.

---

- ... that demand a 'can-do' calling, that require you to transform systems and build new knowledge. These roles ought to benefit you as well as the system.

---

- ... which offer freedom to act independently, and which also provide some opportunity to engage with others as required.

### Section 3.2: Challenges that you may encounter

- You may find it difficult to deal with situations which entail potential accusation of not respecting the established ways of the system, and consequent conflict.

---

- You may find it difficult to deal with situations where you are required to pay obeisance to authority figures and practice diplomacy.

---

- You may find it difficult to deal with highly structured situations requiring strict adherence to rules, procedures, and norms of behaviour.

---

- You may experience difficulty in dealing with people who are not ambitious, who seek dependency and/or do not add to learning for you and others.

---

- You may find it difficult to deal with emotional intensities and situations which require you to persevere with people, be consultative and inclusive.

### Section 3.3: People in your system are likely to perceive you as...

- ... someone who is reasonably well-adjusted to the system but also seems to be feeling restless.

---

- ... a dynamic person who is a symbol of courage but may also be insensitive to the needs of the context and people.

---

- ... someone who needs a lot of flexibility and often overlooks the need for predictability and orderly functioning in the system.

---

- ... ambitious and purposive within the system, and one who invests in mutually beneficial relationships.

---

- ... a useful and pragmatic member who perhaps needs to adopt a more humane approach in the interests of collective well-being.

### Section 3.4: Way Forward

- You may like to share some of your restlessness and silent criticisms of the system with other members, and build a support group which can help you in taking some steps that benefit both you and the system. .

---

- You may like to work towards enhancing the vibrancy and risk taking in the system, rather than doing it all by yourself. Simultaneously, you may like to complement your action orientation with discernment and sensitivity to others.

---

- You may like to examine the unintended consequences, both for yourself and others, of inadequate attention being paid to systemic discipline. Simultaneously, you may like to garner support and collaboration of other members in your endeavour to make the system more flexible and informal.

---

- You may like to look at the price of burnout and fatigue that you and the system may be paying in the longer run and may wish to invest into personal well-being and non-purposive relationships.

---

- You may like to seek opportunities which require you to be sensitive to the human dimension. Simultaneously you may like to explore how your pragmatism can be a resource to the system.

## Annexure: Nature of the Imperatives

### 1. Ensuring Perpetuation (UBP/CLAN)

Preserving and perpetuating a steady internal state and a reasonably stable external equilibrium is an imperative of all living organisms including Individuals and collectives like family, organisations, communities etc.

At the individual level, this imperative is manifested through that part of us which wishes to belong to a safe haven where we feel protected. Its primary orientation is towards familiarity, harmony and strong bonding with our kith and kin. At the systemic level, it manifests through traditions, behavioural norms, and ways of working which are sought to be perpetuated. This imperative provides anchorage to both the individual and the system and forges an emotive link between the two.

People who have high engagement with this imperative but do not experience it to the same extent in the System, may feel unsafe and experience lack of belonging in the system. They may also take up the role of fulfilling this lacuna in the System by investing in close personal relationships.

On the other hand, people who have low engagement with this imperative but experiences it strongly in the system, may feel restless and claustrophobic. They may take up the role of shaking the System out of its slumber.

### 2. Deploying Arousal (USD/ARENA)

All organisms experience Arousal, which makes them act and generates a sense of enlivening in them. The stimuli may be internal (needs, desires etc.) or external (threats, invitations etc.)

At the individual level, the imperative manifests through that part of us which is focussed on fulfilment of our desires and assert our individuality. Its primary orientation is towards excitement, adventure, heroic action, and dominance. At the systemic level, it manifests through processes of competition, environmental scanning, vibrancy, and agility. This Imperative energises the System and enables the individual to bring his/her passion into the System.

People who are not very engaged with this imperative but experience it strongly in the System are likely to feel anxious and insecure. They may either keep a low profile and/or become peace makers/mediators among warring factions.

On the other hand, people who are highly engaged with this imperative but do not experience it in the System, are likely to experience boredom and lack of excitement. They may take it upon themselves to enliven the System through bringing new ideas and challenging the status quo.

### **3. Orchestrating equilibrium (URB/Clockwork)**

Since organisms do not exist in isolation, they have to orchestrate the equilibrium with their context. . This is achieved through laying down the roles and boundaries for each component.

At the individual level, this imperative manifests through that part of us which seeks to relate with the world in an orderly fashion. Its primary orientation is towards clear expectations, dutifulness, discipline, and role appropriate behaviour. At the systemic level, it manifests through laying down systems and procedures, planning and control mechanisms, specifying role responsibilities, and delegation of authority. This imperative provides a sense of stability, predictability, and objectivity to both the individual and the system.

People who have high engagement with this imperative but do not experience it in the System are likely to feel lost and experience the System as a complete mad house. They may become helpless bystanders and/or take on the role of the upholders of systemic discipline.

Similarly, people who have low engagement with this imperative, but experiences it strongly in the System, may feel stifled and experience the System as too rigid and dogmatic. They may become loose cannons, mavericks or "out of the box" thinkers.

### **4. Actualise potential (UPA/Network)**

Human beings and the systems to which they belong, have inherent potential which they continuously try and actualise. This is achieved through transcending the existing limitations and gaining mastery over our destiny. At the individual level, this imperative manifests through that part of us which continually strives towards higher levels of achievement. Its primary orientation is towards goal directed action, competence building and forging mutually beneficial links with others. At the systemic level, it manifests through goal alignment and creating a meritocratic culture. This imperative enables the individual and the System to have a clear sense of direction and control future direction.

People who have low engagement with this imperative but experience it strongly in the System, may carry a feeling of inadequacy or resentment about being pushed. They may take up the role of a good follower/learner or become the upholder of other facets which they believe get neglected in the constant chasing of targets.

On the other hand, people who have high engagement with this imperative but do not experience it in the System, may find the System as under- performing and may also feel dissatisfied with the opportunities to learn and grow. Consequently, they may take up the role of pushing the system to higher levels of performance and/or become insensitive to the limitations of people around them.

## **5. Communion (UMI/Ecology)**

All organisms are whole in themselves as also a part of a larger whole. The imperative to seek Communion arises from this relatedness/linkage with others and becoming a meaningful part of the larger whole.

At the individual level it is manifested through that part of us which wishes to transcend our preoccupation with ourselves/our subgroup(s) and become part of the larger human context. Its primary orientation is towards meaningfulness, intimacy, compassion, and respect for others irrespective of their clan and creed. At the systemic level, it manifests through concern for human values, social responsibility and wish to contribute to the larger environment. This imperative enables the individual and the system to believe that their existence is of value not just to them but also to the larger context.

People whose engagement with this imperative is low but experience it strongly in the System, may find the System too mushy, impractical, and over idealistic. They often become the voice of pragmatism/cynicism in the System

On the other hand, people who have high engagement with this imperative but do not experience it in the System may find the System ruthless, insensitive, and self-absorbed. They sometimes become mute spectators and sometimes become crusaders for human values.





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

The EUM framework's antecedents and early influences can be traced to Clare Graves's '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.

# SELF – SYSTEM REPORT OF SS Sample

