Lynn Ellsworth Taylor

BUILDER

MERCHANT

BANKER

INNOVATOR

The
Core
Values Index
Handbook

Discover the path to your best self.

The Core Values Handbook

"Employment Pre-Selection Science™ from Taylor Protocols is the most powerful business optimization system I have ever found!"

Chuck Orton, President
M&M Comfort Systems

The *Core Values Index*™ (CVI™) characterizes and measures each person's *Real Core Values Nature*™. This is the essential self that Abraham Maslow asserted is the innate unchanging nature in each of us that causes us to want to make our unique contribution. It is that part of us that determines where we fit, where we can each make our highest and best contribution. Fully automated *Employment Pre-Selection*™, team building, conflict resolution, leadership training, management, restructuring departments, and businesses— all business and personal decisions are improved for those who have the advantage of the *Core Values Index* and the powerful *Taylor Protocols*™ that effectively put this revolutionary technology to work.

Inside you will find:

- A complete handbook on the *Core Values Index*, its interpretation and its direct personal and business applications.

- An introduction to the amazing *Taylor Protocols* that utilize the CVI for the optimization of any kind of business. This assessment and the *Taylor Protocols* were developed in the fires of 400 business turn-around and business restructuring projects.

- A first look at the revolutionary *Employment Pre-Selection Science* that David Mashburn, Ph.D., asserts "…is the first system to characterize and quantify the innate unchanging nature of individuals, and the first employment system to connect this unchanging nature with the tasks of the job."
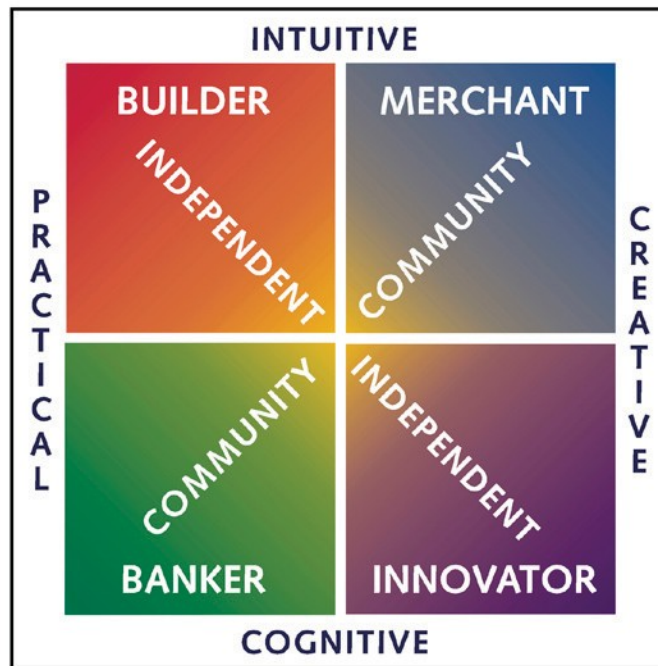
THE CORE VALUES HANDBOOK

A primary manual for learning about the *Core Values Index*™ (CVI™)

Dedicated to my sons Greg and Doug
whose lives are a joy to me.

The Core Values Handbook

Introducing:
The new *Employment Pre-Selection Science*™ (EPSS™)
The revolutionary *Core Values Index*™ (CVI™)
And the extraordinary *Taylor Protocols*™, business optimization technology

Foreword by:
Glen Villalobos, National Executive, Human Resources, Volunteers of America.

ACKNOWLEDGEMENTS

Sincere thanks and appreciation are expressed to:

About Glen Villalobos

Glen Villalobos was a national executive for Volunteers of America, one of the country's largest national nonprofit human service organizations, and was human resource manager for Ferranti International Signal and Hughes Aircraft Company.

Having graduated from Moderator Training School at the Bethesda, Maryland– based RIVA Institute, Glen is also a specialist in qualitative research and continuous quality improvement. He has served as lead facilitator for the Louisiana Economic Development Commission, Culture Recreation, and Tourism Task Force in developing its strategic plan.

Glen is a graduate of the Leadership St. Tammany West Program and currently serves as a board member and Curriculum Committee Chair. He is past president of Northshore Kiwanis and board member for the Gulf Coast International Hispanic Chamber of Commerce.

ABOUT THE ASSESSMENT

The *Core Values Index* is the only assessment that characterizes and measures the innate unchanging nature of an individual. The accompanying *Taylor Protocols* and the revolutionary new *Employment Pre-Selection Science* put the power of this assessment directly to work, connecting the innate nature of people with the tasks required by their job.

What I don't know about myself controls my life.

If I don't know *who I am* at the innate unchanging level, I cannot fully comprehend how I operate, how I think, what motivates me, what kind of work causes me to be fully engaged, what my highest and best contribution must be.

Self-knowledge is the cornerstone on which leadership, top performance, and high contribution are built. If I do not know and understand the ineffective ways I handle the variety of people and situations in my life, if I am not willing to change the attitudes and ideas and beliefs that motivate these ineffective behaviors, if I am not aware of the beliefs and ideas which I keep locked away—supposedly out of sight— I am controlled by these things. I will find myself responding to a boss or a peer or an employee (or spouse or child) just like I used to respond to my father or mother or sibling.

All of us live to some degree in this unconscious state, unaware of the stimulus and response (knee-jerk) patterns of our lives. The power of any leader derives directly from knowledge of these patterns and a willingness to become ever more conscious of them. To the degree that I know myself and remain conscious of the beliefs and attitudes that control my behavior patterns, I am in control of my own life, I am psychologically and spiritually awake, I am able to make conscious choices, I can ask myself "What is the most effective response?" rather than simply react out of old personality scripts or comfortable patterns.

What I don't understand about others dictates my business success.

Putting the right person in the right seat, the first time, almost every time, makes business management simpler. This single business skill contributes more to human productivity and business profits than any business tool, system, philosophy, or automation technology. That's why this book and the *Core Values Index*™ hold the key to extraordinary business success

This is the power offered by the *Core Values Index*, our new *Employment Pre-Selection Science*, and the complete suite of *Taylor Protocols*, our revolutionary human resource technology.

FOREWORD by Glen Villalobos

THE CORE VALUES HANDBOOK

One of the most challenging issues facing business owners or managers is the right selection and commissioning of people. Effective hiring practices and methodologies, while being extremely critical to the success of any business, have continued to be an elusive "Holy Grail" of management. That was true for me, until I discovered the *Core Values Index* and the new Science of Employment Pre-Selection that it powers.

There have been numerous attempts to provide a reliable employment selection system. But *Taylor Protocols* has shown that the 80/20 principle is still endemic in almost every position, in every company, across all industries. The performance bell curve still ends up being 10% A performers, 15% B performers, 50% C performers, and 25% D performers. This results in an almost uniform 33% human capital efficiency. This factor in business creates the single biggest opportunity for increased growth and profits.

The *Core Values Index*, developed by Lynn Ellsworth Taylor, is the first instrument of its kind. It was developed in the fires of business turn-around projects for the purpose of connecting the innate nature of people with the tasks of their jobs. Why? For increased productivity, decreased human capital expenditures, and maximum business profits. The resulting *Taylor Protocols* prescribe how to put the CVI to work. The CVI with its third party validation yielding a 97.7% repeat score reliability, is the only instrument that can legitimately declare that it is describing and measuring the essentially unchanging innate core nature of individuals. This assessment and the *Taylor Protocols* technologies, including the new Employment Pre-Selection Science, put the objective screening of incoming candidates at the very beginning of the hiring process for the first time. The result for companies that choose to adopt these technologies is higher profitability than has been previously thought possible.

Table of Contents

Before We Begin

The *Core Values Index*™ (CVI™) is the only human assessment instrument that characterizes the innate "real" unchanging nature of a person. The CVI is the first tool to accurately and reliably quantify (measure) the various *Core Values* that are inscribed into your innate nature.

© Copyright by Lynn Ellsworth Taylor, 1997

Abraham Maslow called this innate self the unchanging real self, which contains your natural dispensations; your preferred ways of perceiving, feeling, reasoning, deciding, and participating in your society. He proposed that your innate nature is unchanging from childhood until death. Maslow's central conclusion was that it is this unique self, this real you, that inscribes where in this world you fit best.

At *Taylor Protocols* we have learned that this innate nature is indeed un- changing since we have performed multiple test/retest studies and typically achieve a 97.7% or greater repeat score reliability. This extraordinary level of reliability can only be achieved if we have an accurate assessment, and then, only if we are measuring something that is essentially unchanging.

The following are Trademarks of *Taylor Protocols, Inc.*:

80/20 Protocol™
Business Relationship Dynamic™ (BRD™)
Catalytic Value™
Conflict Resolution Protocol™ (CRP™)
Contributor Type™
Core Values Assessment™
Core Values Index™ (CVI™)
Core Values Learning Style™
Core Values Nature™
Core Values Profile™
Core Values Strategy™
Employment Pre-Selection™ (EPS™)
Employment Pre-Selection Science™ (EPSS™)
Human Capital Audit™ (HCA™)
Human Capital ROI™
Human Operating System™(HOS™)
Ideal Profiles™
Real Core Values Nature™
Real Core Values Self™
Core Values Energy™
Task Distributio Protocol™ (TDP™)
Taylor Protocols™
Top Performer Profiles™ (TPP™)

1

A Brief History of Business

How the Four Value Sets Got Their Names

In the ancient cultures, as humanity began to move from hunting and gathering to agrarian and trade-based economic societies, four principle types of business practitioners (social contributors) evolved:

Builders

A sturdy, action-oriented group of individuals became specialized in constructing shelters and shops, building roads, pyramids, and bridges. These *Builders* also formed the armies, led the expeditions and served as high-energy workers. Their actions constantly created monuments to human resourcefulness and power, such as productive farmlands, new businesses, and strong armies. Because they were *Builders*, they acted intuitively, investing their personal energy in activities that promised to yield positive, highly desired results. When a first attempt did not create the success desired, they threw themselves tirelessly against the greatest obstacles, until the obstacles yielded to their personal power and energy.

PRIMARY SOCIAL VALUES
BUILDER
Action
Results
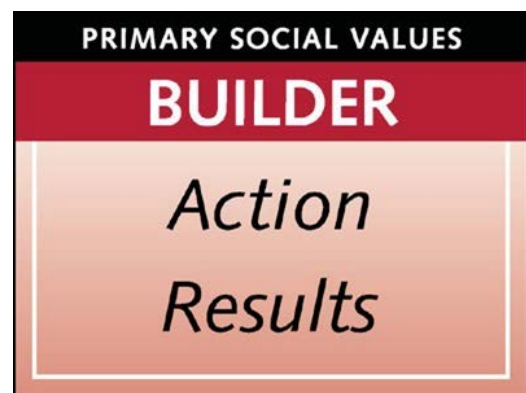
Merchants

Teams of craftsmen, traders, and shop owners specialized in developing new trading relationships, opening new markets, developing crafts and arts, and creating channels through which trade goods could flow. Some of these *Merchants* also became the storytellers, poets, musicians, and artists. They led in developing culture and literature. *Merchants* opened the minds of people to new visions and new opportunities.

PRIMARY SOCIAL VALUES
MERCHANT
Vision
Relationships

Because they were *Merchants*, they learned about other cultures and remembered and shared the stories of these discovered societies. They inspired others with their visions of what might be accomplished, causing their groups of people to work together, mentoring and nurturing each other for the good of each individual and for the good of the whole.

Innovators

Independent, tenacious individuals became the *Innovators*. They specialized in developing new mechanical and tech nological devices, business processes, and social solutions that allowed *Builders, Bankers*, and *Merchants* to continue their forward progress. These *Innovators* improved systems of government and economics and advanced systems of theology, philosophy, and psychology. They devised the systems and mechanisms that hold society together. Because they were *Innovators* in their deepest nature, they were never willing to stop thinking and brainstorming and experimenting until incredible new tools and weapons and systems were devised. They provided the wisdom and strategies for their society, lifting their fellow citizens to new heights of achievement and security.

Bankers

People who concentrated their energies in learning and gathering knowledge became *Bankers*. They conserved resources and applied those resources toward projects with the least risk and most opportunity. *Bankers* analyzed the results of all new projects, reported ineffective efforts, affirmed the reasons for each success, and recorded the history of society. The stability that the *Bankers* provided supported the core values of others and assured the continuity of different disciplines. Because they were *Bankers*, they refused to keep silent when danger was imminent. They proved the presence of danger with their information. They worked to ensure sufficiency and continuity. They learned to do redundant, practical work efficiently, with little wasted motion or energy.

The Story Unfolds

After the *Builders* in earliest societies brought home the elephant to feed their village, after the *Merchants* told the stories of valor and brilliant strategy, and after the *Innovators* worked tenaciously to develop new weapons to better protect and feed their people, the *Bankers* went out into the dark and gathered the hot breathing coals into the center of the fire pit. They covered them with ashes and laid large logs around the precious embers, banking the fire for the next day's use.

 The power of the CVI is its precision in measuring and identifying each individual's *Real Core Values Self*. We know that our *Core Values* do not change over time the way our behaviors and personalities may change. This new *Core Values Index* provides more fundamental and more directly applicable information about the real, innate nature of a person than any other known assessment system and may, therefore, be used in more business and personal applications. For further understanding of the validation process and reliability studies, plus longitudinal field studies of the CVI and the *Taylor Protocols*™, refer to the *Human Operating System*™ Manual.

2

The Taylor Protocols™

Over the course of nineteen years of managing businesses as a hired titular CEO, I completed more than 200 successful business turn-around projects. In order to be successful in this work I had to develop many standardized tools and methodologies. This helped us be more effective and more able to handle several companies, usually eight to ten at the same time. The core of this system development work is centered on the *Core Values Index* and is, all together, called the *Taylor Protocols*.

The CVI assessment tool is used to develop *Top Performer Profiles* for some of the leading corporations in the U.S. Hiring is completed by matching an individual's *Core Values Index* with the *Top Performer Profile* for a given position. This process decreases the cost of hiring and reduces turnover by aligning people with jobs that require them to work in alignment with their *Core Values* most of the workday. The end result is a direct positive impact on the profitability of each company that uses this system.

On the individual level, the knowledge of one's own *Core Values Nature* is essential in making decisions, developing relationships, resolving conflict, and optimizing specific performance. These *Taylor Protocols* systems and methodologies presented in this book comprise a new framework within which companies and individuals can experience constant improvement.

There is no greater contributor to happiness and fulfillment than the alignment of one's *Core Values* to every aspect of life. There is no greater contributor of profit and continued business success than the *Taylor Protocols*, which are founded on the principle of aligning the unchanging nature of people with the tasks they are asked to do in order to make the contributions inherent in the job they are hired to do.

The *Taylor Protocols* Include:

80/20 Protocol™

Puts every person in the right seat, with its *Top Performer Profile*™ process, causing people to make their highest and best contributions. This protocol also includes the *Human Capital Audit*™ and a musical chairs repositioning process we call our *Core Values Alignment Protocol*™.

Task Distribution Protocol™

Distributes tasks to people in alignment with their unique *Core Values Nature.*

Conflict Resolution Protocol™

Helps employees and their managers understand each other better, with prescribed tools and tactics for each participant to help them shift from an unworkable position to an effective *Core Values*–based mode of communication.

Business Relationship Dynamic™

Compares the *Core Values Index* of two individuals and provides a guided discussion to enhance communications and build effective working relationships.

Note: These *Taylor Protocols*™ are described in more detail in the *Human Operating System*™ Manual and on the *Taylor Protocols* website, www.TaylorProtocols.com.

3

Three Basic Propositions

1.   All business problems are people problems.

All solutions to business challenges are people-based solutions. Is insufficient cash flow a financial problem? Yes. But, is insufficient cash flow caused by a lack of planning? Yes. Poor sales training? Yes. Over-active purchasing departments? Greed? Fear of failure? Fear of success? Yes. Yes. Yes. Yes. Cash flow problems are not simply financial problems; they are leadership problems, organizational problems—people problems.

> Every business problem is a people problem.

2.   What we don't know about ourselves controls our lives.

It is the habits, thoughts, ideas, beliefs, and fears that each of us has in us that we have not faced, or that we are not aware of in our lives, that dictate our actions and responses. Why? Because we can only make conscious choices about things we are conscious of. If we are not aware of a specific fear, we cannot decide to master it.

What we don't know about ourselves limits our ability to work with others in a team and frustrates us in our desire to move forward. We have to continuously increase the understanding of our basic nature and the behaviors that we practice, due to our innate values, in order to be successful and find fulfillment in our work.

> What I don't know about myself controls my life.

3. What we don't know about the people around us dictates the success of our business teams.

Some of us are reasonably self-aware. But if we don't know and sufficiently understand the people we interact with in the workplace, our communications will falter. Our goals and objectives will be overshadowed by battles for control. General misunderstandings will reduce productivity in our team. If we can't learn to change our personal strategies to fit the situations and the people involved, our success will continue to be limited.

What we don't know about people around us dictates the success of our business teams.

4

Why We Act
the Way We Do

Each of us is geared to view the world from a different perspective and to participate differently in the world. These basic gears are driven by our innate unchanging values. They focus our energies in certain directions, cause us to see and judge the world in different ways, and result in different kinds of strategies for similar situations. We are motivated to act the way we do because we are geared to act that way by our innate *Core Values Nature*™.

As adaptive creatures we also learn to rely more on one set of values than another, either due to the success and comfort that has come to us through this strategy, or by adapting different strategies, shifting to different a Core Value Strategy™ in response to negative emotions and fear of harm.

We become slightly or significantly warped away from our most natural self. This is caused by the responses we attract to ourselves in our early attempts to live life the way we were geared to live it in an environment that is controlled by the older people upon whom we are dependent as children.

We call this the "environmental warping of natural dispensation." In other words, we all get a little warped by our childhood experiences. When the actions and strategies of one of our value sets is encouraged by parents, teachers, and siblings, we learn to rely more on that value set, whether it is our dominant, secondary, or minor value set.

> *We have, each one of us, an essential inner nature which is instinctive, intrinsic, given, natural, i.e., with an appreciable hereditary determinant, and which tends to strongly persist…. This inner core shows itself as natural inclinations, propensities, or inner bent. That authentic selfhood can be defined in part by knowing what one is fit for and not fit for.*
>
> *Abraham Maslow*

The *Core Values Index* creates an accurate picture of each person's *Core Values Nature*™

We each tend to use the conflict strategy of our dominant core value as our first response to a fearful situation.

WHY WE CONFLICT

BUILDER
Power
Results
Short-Term Action

MERCHANT
Love
Relationships
Long-Term Vision

CONFLICT

Analysis & Justice
Conservation
Knowledge
BANKER

Solutions & Systems
Assessment
Wisdom
INNOVATOR

There are two questions that can further cement your understanding of your dominant value:

1. Which conflict strategy do I most often use? Intimidation, manipulation, inquisition, or aloof judgment?

2. Which success strategy has caused me the greatest pain and emotional duress? Action/results, vision/relationships, assessment/problem-solving, or information/conservation?

This second question may require a little intellectual struggle and conversations with a few friends or work colleagues. The reality of this principle is that our strengths also become our weaknesses at times and cause us pain. This is based on the fact that we get comfortable using our most dominant Core Value Strategies.

5
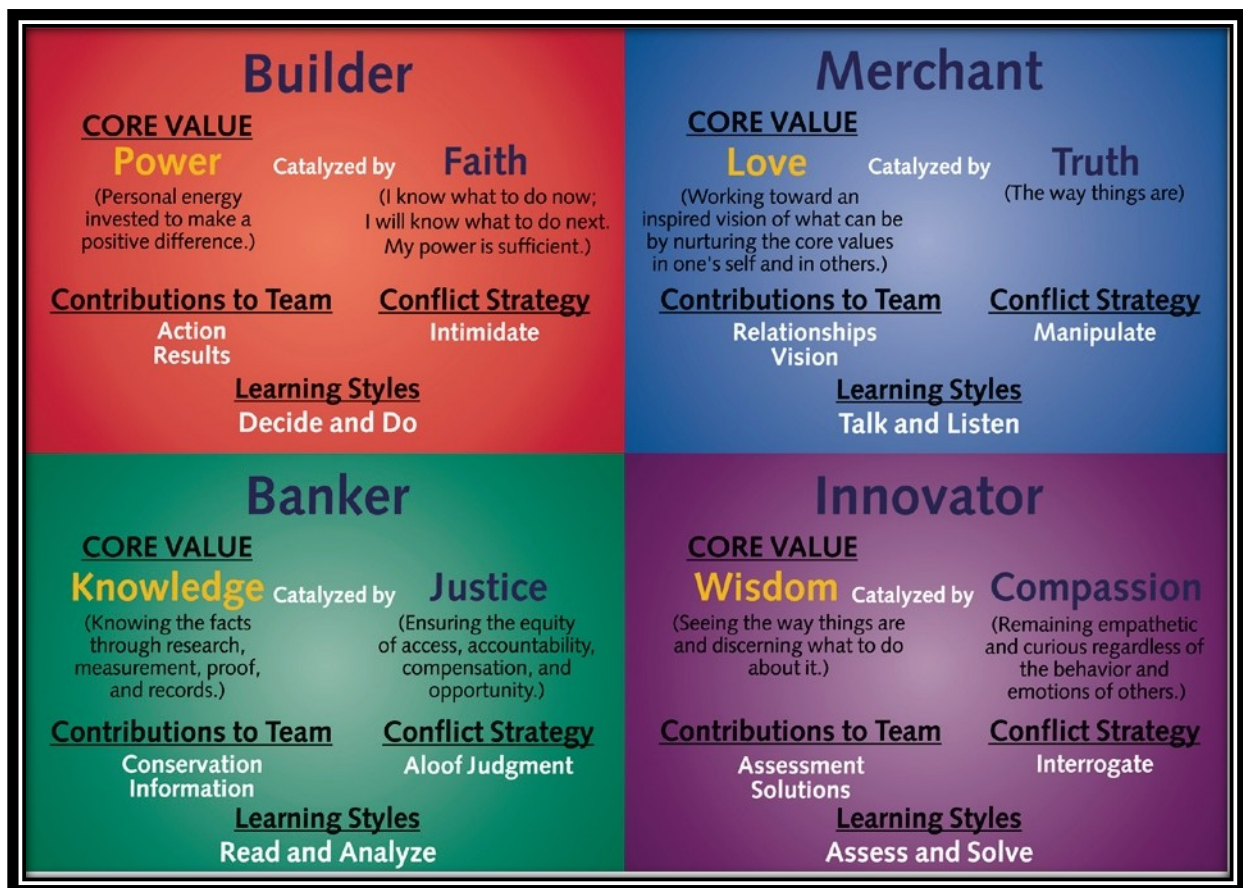
The Four Basic Core Values

The CVI is comprised of 36 sets of four strategic and tactical values. Each one of the strategic and tactical values is aligned with one of the *Core Values*. By requiring participants to choose two out of every four strategic and tactical values, we derive a preferential score for each of the innate *Core Values*. This method of using values to uncover deeper values has many advantages.

1. There are no negative words or choices that might encourage a person to select false choices in order to hide weaknesses.

2. There is no discernible context and no discernible pattern that might allow a person to create a false positive picture.

3. There are no confusing questions or redundant questions that are obviously designed to uncover levels of honesty in the participant. These kinds of questions in other types of assessments encourage false answers.

4. It takes most people less than ten minutes to complete the CVI, so the choices they make tend to be intuitive, linking into the subconscious mind.

The result of these advantages is a *Core Values Index* that yields an accurate picture of the deepest unchanging nature of the person. The CVI has proven to be highly reliable, yielding greater than 97.7% repeat test consistency. This illustrates that the CVI is accurate and reliable. More important, the CVI must be measuring something that is, in itself, unchanging or such consistency would not be possible.

What Is Your Innate Unchanging *Core Values Nature*?

Generally, you will find that you are strongly inclined to be one Core Value Energy with a second core value energy also being a very important part of your makeup. You may communicate or express your strategy style and *Core Values Nature* best by saying you are an intuitive contributor or *Innovator/Banker* or practical contributor, etc.

We each have a unique filter through which we view life, and we each have a different perspective and a different sense of purpose, a different capacity to be a certain kind of presence in our world.

The Four Basic Core Values

Builder Core Value
POWER CATALYZED BY FAITH

Builders are a respected group of people, powerful in scope of work, leaders in creating lasting monuments for themselves and their businesses. *Builders* act, make decisions, and drive toward results. They take the inspirations of the *Merchants*, the ideas of the *Innovators*, and the facts from the *Bankers* and through the application of personal energy produce results. *Builders* lead by example and by command. Their style is to take immediate action and apply their personal energy to create a desired result.
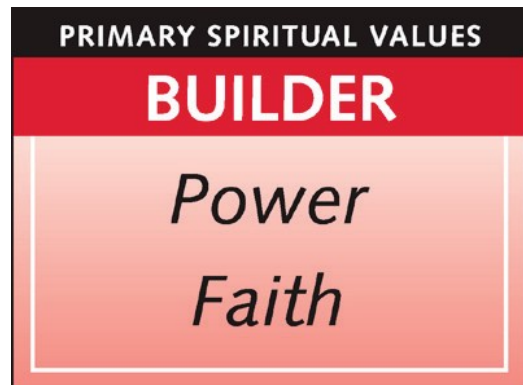
Merchant Core Value
LOVE CATALYZED BY TRUTH

Merchants are relationship people. They value relationships with other people and with all things. This causes them to pay attention to the way people feel and think and talk and act. It also causes them to be attuned to aesthetics and beauty, to words, poetry, and music. But more than this, they

are the risk takers, visionaries, and the traders opening new markets and all kinds of exchanges between individuals and societies. They see endless opportunity and constant possibilities. They foster the pursuit of wealth, art, and beauty. *Merchants* motivate and inspire *Builders*, *Innovators*, and *Bankers*. *Merchants* are team *Builders* and deal makers. They lead through inspiration and excitement. They ask others to help them achieve their unique vision. Their strategy is to attract others to their visions and to nurture the *Core Values* in themselves and in others.

Innovator Core Value
WISDOM CATALYZED BY COMPASSION

Innovators constantly add to society with their ability to solve problems and to observe and understand situations, striving toward effective solutions.   When others around them claim, "It can't be done," *Innovators* come up with a possibility and ask, "What if?" *Innovators* keep projects rolling by providing alternative solutions for *Builders*, *Merchants*, and *Bankers*. *Innovators* always find a better way.

PRIMARY SPIRITUAL VALUES
INNOVATOR
Wisdom
Compassion

Banker Core Value
KNOWLEDGE CATALYZED BY JUSTICE

Bankers gain and preserve knowledge. They take personal responsibility for collecting and preserving the most important resources of their society. They assimilate all available data whatever their field of endeavor. They organize thought and information so others can know what needs to be known in order to be more effective. They challenge the viability of new directions by showing past successes and failures. They keep balance in the system. *Bankers* keep *Merchants*,

PRIMARY SPIRITUAL VALUES
BANKER
Knowledge
Justice

Builders, and *Innovators* from unreasonable risk. *Bankers* conserve, analyze, and inform. *Bankers* work hard for justice and appropriate behavior. Their strategy is to constantly gather knowledge so, when the time comes, they will have the answer, and they will be able to inform others.
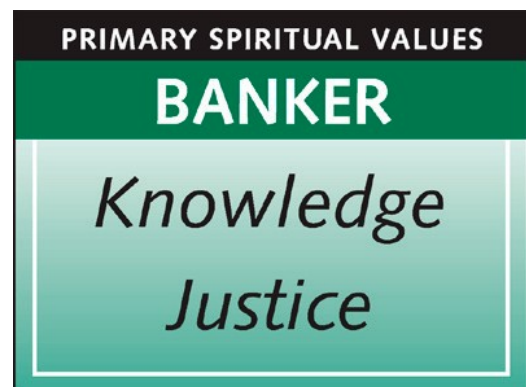
A Simple Picture of the
Core Values *Human Operating System*™

We all have a unique blend of these *Core Values* and are able to utilize a variety of these strategies when things are going well. But when our backs are against the wall, or when we run up against people with different values that surprise us, we collapse back into the emotional and fear-based tactics thatcome naturally to us due to our specific *Core Values Nature*. We will almost always revert to our dominant Core Value Energy and to its most negative, least effective strategies in these instances. This is generally true despite all of our individual adaptation into a warped personality version of our *Real Core Values Self*.

When using the *Core Values Index* as a tool for personal development, it is important to understand that our goal is not to change who we are relative to our *Core Values*. These appear to be, according to Dr. Maslow, a hereditarily fixed part of our innate identity. It is not our goal, then, to overcome who we are, but to learn how to be all that we innately are. Our collective challenge is to un-warp away from our adapted personalities and learn to consciously make choices based upon our innately imbued *Core Values Nature*.

Our Deepest Fears

The deepest fear associated with each core value is the opposite of that core value:

> **Power people fear vulnerability or the sense of being *power*less, impotent.**

It is understandable, that when people lose their sense of being a positive contributing presence, whether that sense of being is one of *power*, *wisdom*, *love*, or *knowledge*, their dark side comes out to protect them. None of us is very attractive or welcome when our fear-based negative *conflict strategy* is employed. These negative *conflict strategies* are designed and generally do cause people to give us what we want, momentary control as a substitute for the more deeply needed sense of usefulness and worth from positive contribution.

The deepest fears are:

> *Builders* – *powerless*, impotent, vulnerable.
> *Merchants* – hateful, without any real *love* in them.
> *Innovators* – a fool, void of any real *wisdom*.
> *Bankers* – ignorant, void of any worthwhile *knowledge*.

6

Builder Core Values

Power Catalyzed by Faith

A *Builder*'s primary core value is power. Power is personal energy invested to make a positive difference. A *Builder* makes a positive contribution by being effective and by achieving results. *Builders* use straight-forward speech and bottom-line thinking. They look for quick, simple approaches that allow them to intuitively decide, step ahead, and lead others into action.

The power of a *Builder* inspires action in others; it gives them a sense of well-being and confidence. When a *Builder* is purposefully charged with a short-term mission, he creates an irresistible force, visible activity. The presence of this constructive power in any organization produces visible and measurable results.

Catalytic Value – Faith

The Catalytic Value of the *Builder* is faith. Faith is the intuitive trust that I know what to do now, and I will know what to do next. My power is sufficient.

For *Builders*, faith is having confidence in knowing what to do intuitively, now, and trusting that they will know what to do after they make the world a different place through their present and future actions. This is why we call faith the Catalytic Value for the power-based person.

When *Builders* lose their strong sense of faith, the *Builder's* negative cycle begins. When a *Builder*'s sense of personal power is undermined they cannot act. They cannot continue to invest their power unless they have a healthy sense of faith. Their self-respect begins to wane. They begin to experience anxiety, still trying harder to use power to make things happen.

This loss of faith operates for the *Builder* like the dimmer switch on your dining room wall. As the experience of intuitive faith is lost, the amount of power that is released into the room is automatically, unconsciously decreased.

Power – The Core Value Energy of *Builders*

Builders have great faith in their own power. *Builders* have no desire to control others, not any more than the other types of core value individuals. Their quick intuitive response to almost all circumstances tends to put *Builders* in a leading position, and causes others to feel compelled to follow their actions. The intent is to simply get things done, now.

Only *Builders* truly identify with power, not because they are the only people who do anything but because *Builders*, more than any other *Core Values* type, value action and results before all other primary motivating values.

Builders are the craftsmen, project managers, and risk takers in this world. They commit themselves totally to their assignments and generate respect, expectation, and confidence in others.

Contributions to the Team

A significant percentage of business owners and business leaders are *Builders*. They are successful because they get things done. They take personal responsibility. They don't usually make excuses, and they generally get impatient with those who do. They make decisions on the fly and they like it that way. A *Builder*'s focus is short term, and he is driven by the desire to accomplish the tasks he faces at the current moment.

BASIS FOR SUCCESS

BUILDER

Energy
Compulsion
Strength
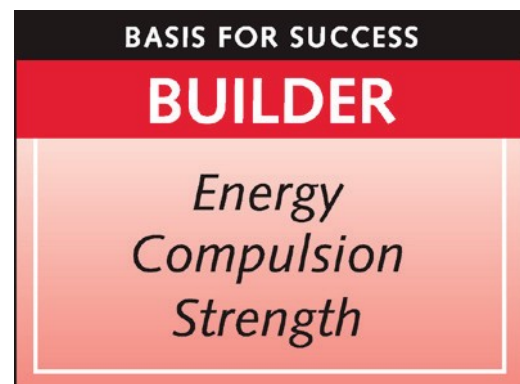
Builders have an internal drive that allows them to be decisive, to blow through obstacles and make decisions spontaneously. They are constantly turning their energies loose on an identified goal, and they are not willing to accept defeat, at least not gracefully.

Story #1

Harold owns a 100-year-old family business along with his cousin, Tyler. Harold is a strong *Builder*. He is hard-working, to-the-point, and always ready to tackle difficult situations and new opportunity. As a *Builder*, Harold likes to make quick decisions, cause immediate change, and create a positive result.

On his own he would accept and start too many projects within his company, make too many changes too quickly, and overwhelm his 200 employees with constant demand for adjustments and changes of direction.

His *Innovator/Banker* cousin provides an important and essential ingredient. Tyler is slower to act, more observant, and more sensitive to the systems and processes already in place. In fact, Tyler created most of these systems and he honors them. So Tyler holds his ground against Harold's powerful forward charge.

Tyler steps back and looks at the large complex picture and makes a thoughtful assessment that includes all available evidence. Honoring the *Innovator*'s prime directive to provide wisdom to the situation, Tyler develops a well-conceived strategy that incorporates each new project in an appropriate and digestible manner. His *Banker* values also help Tyler to say "no" to projects that cause too much disruption and produce too little reward for too great a risk.

Story #2

A profound *Innovator* was president of a medical technology business. This creative leader (call him Brent) was so much into his *Innovator* values that he spent nearly 100% of his long work hours developing new software. He was about to lose his company due to low sales and high expenses.

With strong directive guidance from the *Taylor Protocols* team, Brent was able to find a dominant *Builder/Innovator* to take over as president and COO. The president subsequently hired a strong Intuitive Contributor to build the sales team.

Within eighteen months, this small company increased its sales from $1 million to $3.6 million; the company was well on its way to completion of a new product. Brent was free to develop his concepts while his new *Builder*-led team worked to build the company.

By allowing themselves to be balanced and guided by people with *Innovator*, *Merchant*, and *Banker* values, strong *Builders* become highly focused on well-prioritized strategic projects. Their considerable power is made greater by their contributing, sometimes restraining, team.

Impositions to the Team

The first weakness of *Builders* is that they often try to do everything themselves. They are so focused on getting tasks done right now that they can be too impatient. They tell others

what they should do and how they should do it. Because they value action and results above all other business factors, their mode of teaching can be to usher people out of the way, take the task at hand and say, "Just watch me do it." They then leave and expect their "student" to be as proficient at the task as they are, which is not usually the case.

Time is of such importance to *Builders* that they are not much attuned toward reading the reactions and needs of others. They are very decisive and trust their own judgment explicitly. Other people's views are rarely considered to be as important to a *Builder* as his own gut instinct, particularly when he is on a mission to get a project completed.

Another challenge *Builders* impose on the team is that they often confuse taking an action with getting a result. *Builders* tend to be very practical and bottom line oriented. However, when it comes to their own performance, they may be so concerned with taking any action in order to accomplish their short-term goal that they forget what their long-term mission is.

Story #3

Joseph (*Builder*) owns a five-million-dollar high technology company. He has been successful in obtaining contracts with the government, and his business has been quite profitable much of the time. However, after twenty years in business, he seems to have reached a dramatic plateau. Actually, it was reached six years ago, but he is just now admitting that he could use some help to rise above what feels like a hard ceiling.

Joseph can be seen many times each day charging out of his office on a mission. His method of leadership is to command. He has had a thought, and he is looking for someone to take that thought and act on it.

When he finds a likely candidate, he is not likely to request their attention, he demands it. He seldom waits while his target finishes a phone call or a conversation or even a sentence on the computer. He begins speaking sometimes before he enters his target's office.

Joseph's sales director is a profound *Merchant* who carefully builds relationships and brings them to the company for new business. One particular potential customer had strung Joseph's company out for more than six months with promises to buy product, to sign contracts, and to deliver advance de- posits.

Joseph became so exasperated with the situation that he demanded this customer's file from his sales director. Joseph then made his version of a closing call to the customer. He came at them from a position of threat and "you can't get it anywhere else" intimidation. They lost the order.

When Joseph's energy is high and he is feeling energized by positive opportunity, his builder power is a wonderful push and balance for his sales director's more nurturing approach. When a Builder acts on his negative, frustrated emotions, intimidation and blustering is the strategic approach and seldom generates lasting customer relations.

BUILDER – Learning Style

Decide and Do

The Decide and Do style of learning is the most difficult to accommodate in a classroom. The drive of these persons is to make gut-level decisions and to take action. They want to make things different—now. They want to experience their own power in real-life situations.

Building Self-Respect

When all reliance upon power is proven ineffective, the world is no longer a worthwhile place to be for the *Builder*, and this brings out the Intimidator.

POSITIVE CYCLE

BUILDER

- Founded in Power and Faith
- Decisive Quick to Act
- High Self-Esteem
- Sense of Impotence
- Loss of Control
- Insufficient Reward
- Request Help
- Hold the Course
- Increase Activity
- Return to Decisiveness
- Potency
- Feeling in Control
- High Self-Esteem
- Refounded in Power and Faith
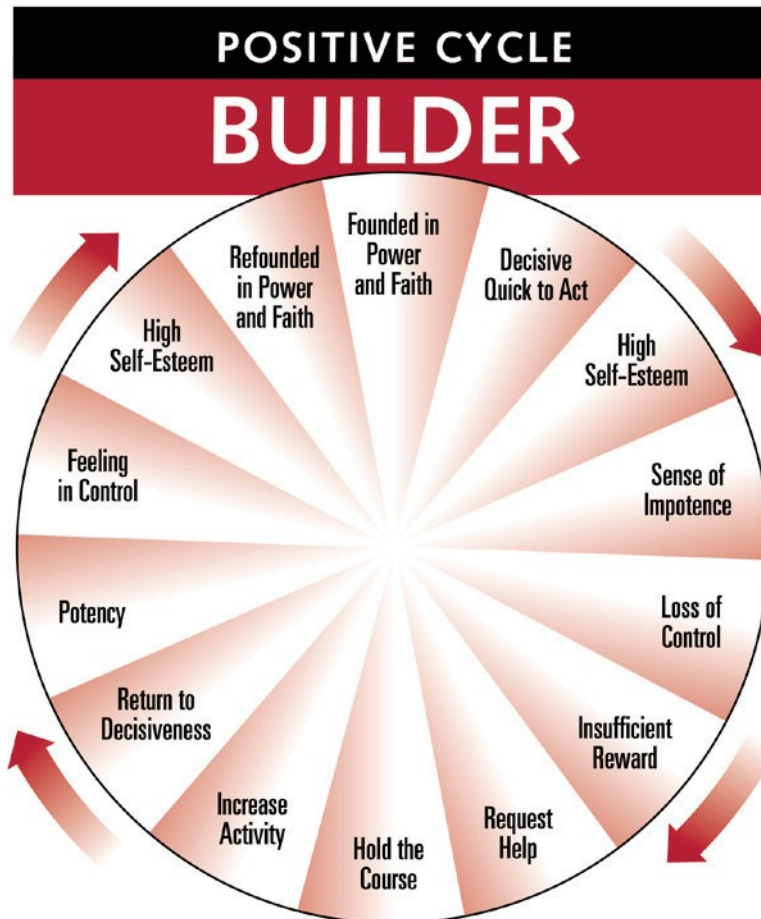
If there is no balance and no reward for expended power, then other means are justified. If people are not being good, acting within the confines of the *Builder*'s faith system, then an opposite action is required. For the *Builder* this is intimidation. The opposite of faith is the taking of absolute control.

The *Builder* goes into battle willing to risk everything in order to regain control, in order to be able to take positive action again. Once this natural order is re-established the *Builder* can once again rely on faith. This is the power/faith, impotence, intimidation, faith/power cycle of an immature *Builder*.

NEGATIVE CYCLE
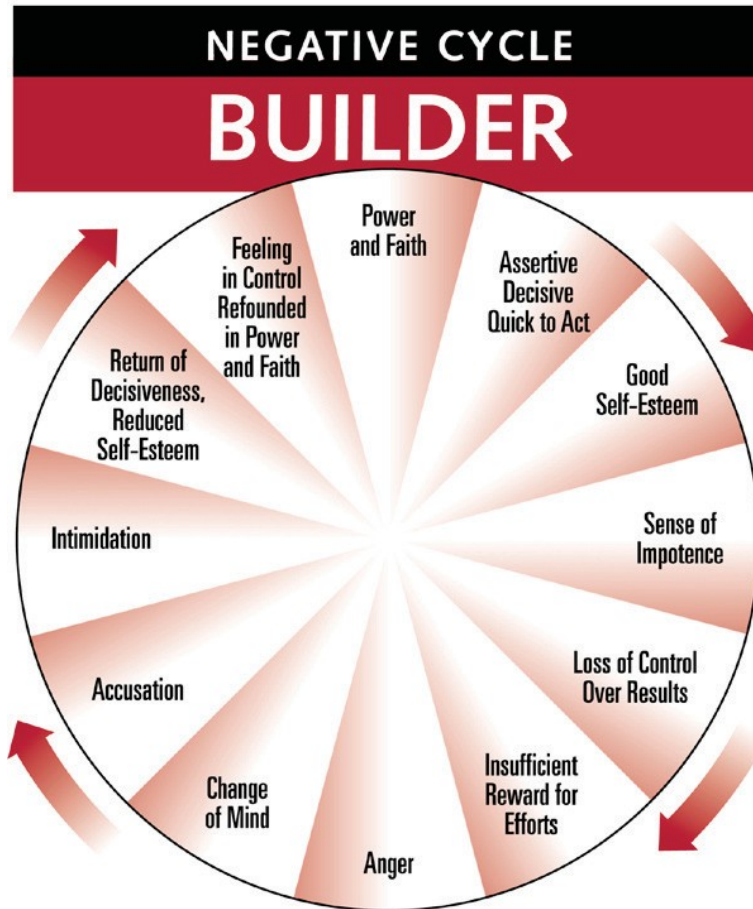
BUILDER

The mature *Builder*, however, becomes an almost irresistible force. Since faith remains constant, encouraging continued positive action, until faith is proven right. The mature *Builder* knows to ask for help, to enlist others into service, and to remain constant in his faith.

Merchant Core Values

Love Catalyzed by Truth

The *Merchant*'s core value energy is love. Love works toward an inspired vision of what can be, by nurturing the *Core Values* in one's self and in others. The nurturing of *Core Values* in one's self includes making a connection with people, certainly, but it also includes a feeling of connectedness with the universe, with the natural world. Love sees the truth about the way things are and visualizes the possibilities for the individual and the community.

The nature of the love might best be illustrated by the executive coach who is committed to learning who you truly are and helping you to be a mature and contributing, fully actualized version of yourself.

Catalytic Value – Truth

The Catalytic Value of a *Merchant* is truth. Truth is the way things are, therefore, the Catalytic Value for love. For the *Merchant*, truth is having a clear view of what is real, an intuitive and rational understanding of the way things are.

They can help the person who is not being true to themselves by making them feel confident of who they really are. This is the path of the mature *Merchant*. As long as the *Merchant* remains surrounded by and committed to truth, they will follow a positive cycle.

The negative cycle of a *Merchant* begins when they feel people are purposefully untruthful to them. Without truth, a *Merchant*'s core value is no longer supported. Once they feel truth is absent from a situation or relationship they cut others off. They take the untruthfulness as a blow to their self-worth. They feel there is no reciprocity for the love they've so unselfishly provided, and they turn to the far side of love.

Love – The Core Value Energy of *Merchants*

Merchants hang their hats on love. What a holy place to hang a hat. I begin with *Merchants* this way for two reasons: One, because their sometimes holier-than-thou attitude can be repugnant, and two, to keep *Builders* and *Bankers* from gagging during this discussion.

Only *Merchants* will truly identify with love, not because they are the only loving people, but because *Merchants*, more than any other *Core Values* type, value relationships and the required love that bonds relationships above all other factors in life. Love is their primary contribution to the world.

Our Deepest Fears

The deepest fear associated with each core value is the opposite of that core value:

> **Love-based people fear being hateful or without any love in them. Our deepest fear is that we are not love.**

Contributions to the Team

Merchants tend to be exceptional team *Builders*. They rally people together, are constantly excited by new ideas, and are never the ones to ask if something is possible. They assume every idea they have is possible. In fact, just having an idea is cause for celebration and justification for rewards as far as *Merchants* are concerned. *Merchants* believe that "nothing happens without a good vision."

BASIS FOR SUCCESS
MERCHANT
Belief
Risk
Spontaneity

Impositions to the Team

Although *Merchants* are great motivators and team *Builders*, they grow frustrated easily and don't take rejection well. If a *Merchant*'s attempts at relationship building, creating new visions, or interpreting data are rejected, they may take it personally.

Rejection causes *Merchants* to revise their long-term visions and to approach individuals to "work out a few issues," which puts team members into a state of confusion and can waste valuable time that should be spent completing tasks associated with the project at hand.

Story #4

Remember Joseph and his sales director? I was working with both of them one day in a sales strategy meeting. Joseph started the meeting by calling attention to all the sales quotes that had been created without closed sales. (The fact that the company was experiencing extraordinary growth and a better closing ratio than ever before was inconsequential to him). Bill, the sales director, was a seasoned sales veteran with many years working for large, successful companies. He was used to professional meetings and reasonableness.

As Joseph ranted on about the lost opportunities, Bill became more and more morose, until he finally looked at his boss and said, "So why don't you fire me then?" Joseph's response came without thought: "You're right. You're fired." When a *Merchant* slips into the victim role and whines, a *Builder's* sense of urgency is increased. The powerless presence in front of them is not respected. This was not a particularly effective start for our sales strategy meeting.

After an hour break, during which the relationship was jerry-rigged together, we tried to restart with a report on the recent successes of the sales team and a report from Bill regarding future opportunities. We were able to move forward from there with only an occasional aside regarding missed opportunities.

The *Merchant's* need for newness also gets them into trouble with *Bankers*. *Merchants* do not easily tolerate doing a task the same way every time they are required to do it. This inconsistency often causes their focus to disintegrate, causing them to get out of control.

Merchants often appear disorganized, relying on memory and personal relationships rather than systems and procedures. *Bankers* frown on this "immaturity" and complain about reports and systems being incomplete or misused.

Story #5

I was debriefing one of our best *Merchant* sales people when he launched into an explanation of how he had gotten the potential customer excited about our products and services.

George began by explaining how he had gone flawlessly through the assessment stage of the sales meeting into the process of matching the benefits of our products to the customer's needs.

To my surprise I began hearing about products we did not have—features we had not even discussed and products being used in ways I would not recommend.

We had to spend a good deal of time slowing George down, reminding him to stay with the present and sell what we had. Since George is a profound *Merchant*, I had to be very careful not to come down too hard or be too critical, complimenting him on his effort and thanking him for his enthusiasm.

MERCHANT – Learning Style

Talk and Listen

The Talk and Listen style of learning is a high-energy, fun, and teamoriented experience. The most engaging methods for teaching in this style involve games, situational dramas, and group and individual presentations— lots of pictures, drawing exercises, illustrations, videos—short informative lectures (5-10 minutes) with instant application in a fun exercise.

POSITIVE CYCLE
MERCHANT

Founded in Love and Truth

Solid Relationships

Feeling Unappreciated

Unloved

Constant in Truth and Willing to Remain in Conflict

Acceptant of Criticism

Courageous Action

Passionate Vision

Renewed Relationships

Increased Self-Esteem

Recommitment to Truth

Refounded in Love
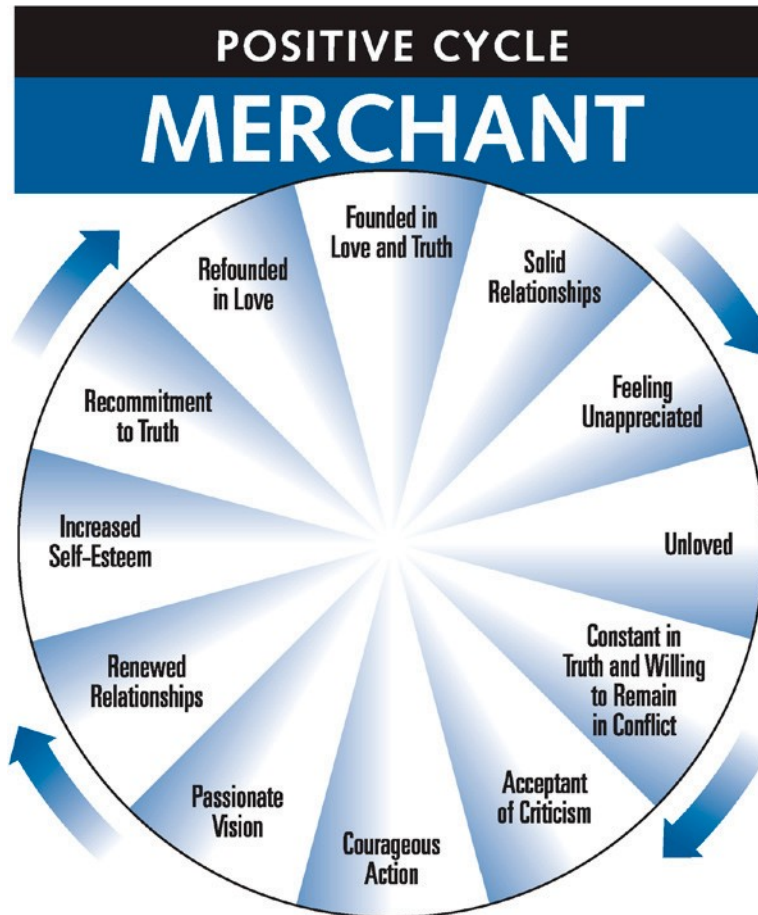
Since the *Merchant* is more likely to accept others, he is often found to be gullible, trusting too much, not holding onto skepticism as tightly as might be reasonable.

The mature *Merchant*, remains open and committed to his relationships, is willing to stay engaged in conflict, and trusts that good will come of it. His commitment to truth keeps him from falling back into exaggeration (lying) and allows him to accept whatever responsibility is his for an undesired result. This steadiness and consistency in relationship with others makes lasting friends of those around him and builds trust. The power of the mature *Merchant* grows exponentially during serious difficulties, if he remains engaged and accessible.
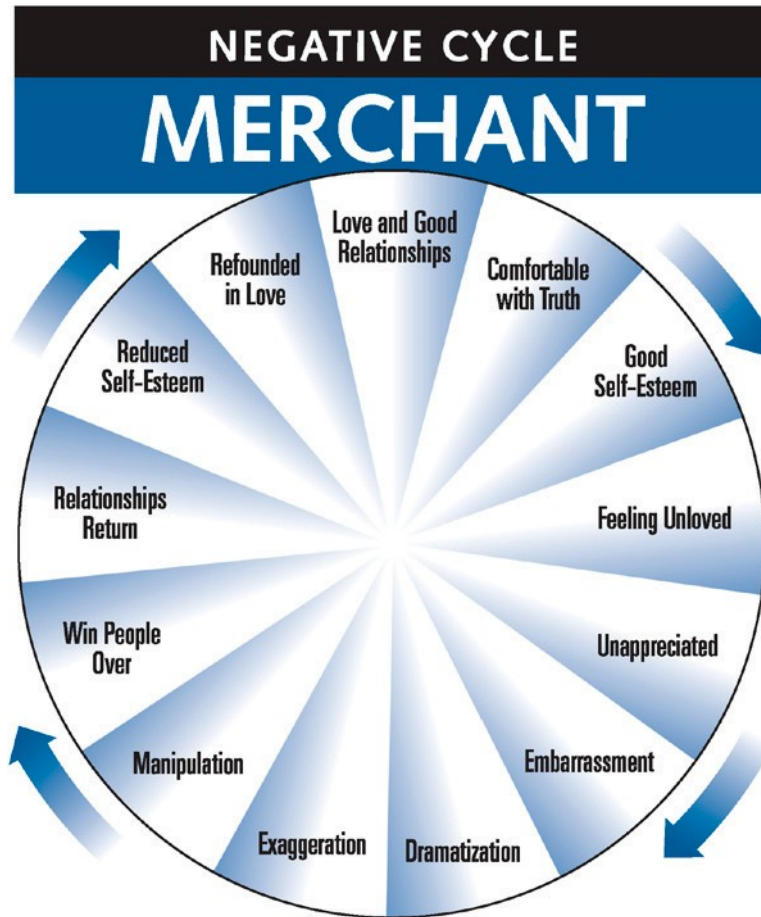
Innovator Core Values

Wisdom Catalyzed by Compassion

The *Innovator*'s core value energy is wisdom, seeing the way things are and discerning what to do about it. Wisdom is the profound and essential attribute that allows a person to make effective choices. Wisdom is the ability to discern and weigh one's option, benefits, and consequences.

The *Innovator* takes knowledge and basic facts and applies them to find all conceivable outcomes, choosing the best of them as the wise response. The *Innovator*'s pursuit and perfection of wisdom provides him with the capacity for quick and thorough assessment, prioritization, and reconfiguration of solutions, systems, and processes. The *Innovator*'s wisdom allows him to solve problems.

The *Innovator* contributes to the team by never giving up on finding a solution. They are extremely patient and you will often find them sitting in isolation in order to assess the appropriate solution to a challenging problem.

Catalytic Value – Compassion

The Catalytic Value of the *Innovator* is compassion.   For the *Innovator*, compassion is remaining empathetic and curious regardless of the behavior and emotions of others. This ability supports the *Innovator*'s aptitude for weighing the pros and cons of a problem and conceiving an appropriate solution.

Compassion is the Catalytic Value for the wisdom-based person. When he feels compassion, he is able to remain curious and open to see the way things are. Compassion allows an *Innovator* to be tolerant, accepting, and forgiving. This ability to see situations and people clearly and without judgment nurtures the *Innovator*'s wisdom.

The negative cycle of an *Innovator* starts when their tolerance, acceptance, and forgiveness diminish. This occurs when the *Innovator*, feeling controlled and pushed, is required to settle on a solution too rapidly or when others appear to casually dismiss their best ideas without understanding their full intent.

The *Innovator* moves from compassion into interrogation, and from wisdom into cleverness and sabotage. Wisdom becomes an arsenal, and *Innovators* are willing to use it to present two arguments with equal weight in order to throw whole groups of unsuspecting businesspeople into indecision.

Wisdom – The Core Value Energy of *Innovators*

Wisdom is the cornerstone upon which *Innovators* build. Wisdom is the profound and essential attribute which allows a person or a society to make choices. Wisdom is the ability to discern options and to weigh one option over another through extrapolation of consequences and projection of likely results.

Wisdom is applied knowledge and basic facts turned into understanding and perceived truth. The *Innovator*'s life is based on the pursuit and perfection of wisdom.

The wisdom of *Innovators* keeps company presidents from throwing the baby out with the bath water. The wisdom of *Innovators* makes the conception and design of products possible. It opens market opportunities and resolves conflicts with vendors, customers, and employees. Wisdom is the linchpin of all problem-solving.

Our Deepest Fears

The deepest fear associated with each core value is the opposite of that core value:

Wisdom-based people fear being a fool or feeling foolish.

It is understandable, that when people lose their sense of being a positive contributing presence, whether that sense of being is one of power, wisdom, love, or knowledge, their dark side comes out to protect them. None of us is very attractive or welcome when our negative conflict strategy is the only energy we are emitting into our surroundings.

Contributions to the Team

Innovators are the solution creators in this world. They can always think of another approach. "There's got to be a better way" is more than their motto; it is a pre-programmed ROM chip in their brains. *Innovators* enjoy the challenge of a problem. They enjoy this so much that they hate to settle on any one solution. *Innovators* can often be heard saying, "Wait, what if we…"

The power of *Innovators* comes from their unwillingness to accept that there is anything they can't figure out. They are willing to put their ego at risk over and over again, staked on the bet that they will be able to come up with a plan, a solution, or an idea that will make things better.

The flexibility of *Innovators* is also highly prized by all other players. *Innovators* make little distinction between which problems they are asked to solve. The process of deriving a solution is sufficient enough to make them happy. *Innovators* are a key element in every business situation where change is occurring.

BASIS FOR SUCCESS

INNOVATOR

Tenacity
Reason
Thoroughness

Impositions to the Team

While the solutions and systems that *Innovators* create are well founded and practical in concept, *Innovators* themselves are not highly practical in approach. They do not make good implementers because they want to perfect everything before acting. Taking action to them is coming up with another innovation which delays the implementation of their systems or new products.

Innovators love the process of problem-solving more than the process of actually building and selling something. As soon as one product or service idea is implemented, they are off to create another better solution. The more deadly sin of *Innovators* is their desperate need to continue perfecting a product or system long after it would fully serve its purpose. *Innovators* get addicted to working on a specific solution.

Story #6

Recently I was introduced to a software company that was being run by two *Innovators*, both with secondary *Builder* traits. These two had devised a very clever software program,

which they had released but not yet debugged. Each time a "bug" was reported to the company, one of them two would grab the "bug" project and set out to correct it.

They made numerous innovations in the process, not considering any of the ramifications related to existing customers, changes required in the manuals, or profits. The excuse of solving a bug became a rework of an entire section of code, and therefore a need to debug almost everything again to make sure that the changes didn't cause other problems. They almost always did.

They desperately needed a *Banker* to come in and detail their programs, finding and fixing, without making additional changes. But the *Innovators* said, "No one will ever be able to understand the clever things we have done. We can't trust anyone else with the source code."

Interestingly, whenever one of them comes into the office with a new set of innovations and a "bug" fix, they turn their *Builder* dynamo loose and demand that everyone instantly convert their fixes to product, get it packaged and out the door. This causes no end to the chaos and frustration.

INNOVATOR – Learning Style

Observe and Solve

Complex, difficult challenges must be the core of this learning experience. Situational stories with multifaceted and varied possible outcomes, brainstorming, scheming, and gathering of information using all five senses (not detailed research) – these elements must be in place to capture the observant, problem-solving mind.

Clever mysteries, puzzles, systems assessments, and recommendations, real-life, hard-edged stories with complex, interconnected stratagems make the observe and solve style of learning creative and engaging.

Give them a maze with five end points but only one with the cheese at the end. *Innovators* learn by ciphering, computing, assessing, evaluating, postulating.

Innovators are more visually oriented than *Merchants* and *Builders*. Visual resources provide additional stimulation to an *Innovator*'s need to assess information as they pursue the right solution. Don't tell *Innovators* the answers; they'll just disagree. Ask them to find the answers themselves and they'll consider you a genius.

POSITIVE CYCLE

INNOVATOR

Founded in Wisdom and Understanding

High Self-Esteem

Feeling Undervalued and Pushed to Completion

Feeling Out of Control and Misunderstood

Tenacity

Willingness to Stay in Conflict

Search for Additional Information

Inclusion of Others in the Process

Return of Influence Over Directions and Plans

Increased Self-Esteem

Feeling Valued

Refounded in Wisdom and Understanding

Building Self-Respect

The *Innovator* derives self-respect from the complexity of the problems against which she is matched. The bigger the problem, the more robust and valued the *Innovator* feels. When this feeling of esteem is fully in bloom, the *Innovator*'s wisdom is balanced by a second quality, compassion (understanding).

An *Innovator* who is acting out of strong self-respect is perceptive and open to all kinds of influence. They become tolerant, accepting, and forgiving, able to see people and situations clearly, without judgment.

NEGATIVE CYCLE
INNOVATOR

Founded in Wisdom and Understanding

Good Self-Esteem

Feeling Undervalued and Pushed to Completion

Feeling Misunderstood

Stubbornness

Quiet Rage

Avoid Conflict

Interrogation

Return of Control Over Directions and Plans

Decreased Self-Esteem

Struggle Back to Feeling of Being Valued

Refounded in Wisdom and Understanding

This allows an *Innovator* to be compassionate, rising to a higher level of thinking than the other *Core Values* types, who are more likely to become caught up in the fray, especially *Merchants* and *Builders*. The mature *Innovator* understands how others might be caught up in ineffective behavior and seeks to find ways to bring the team back together.

The mature *Innovator* applies wisdom to present troubles and looks for solutions to present conflicts, becoming the reasonable voice in a harried crowd. By sitting back and watching, the *Innovator* is able to see others as they really are and to maintain an attitude of understanding and acceptance. This stance makes the mature *Innovator* a respected counselor and a valued advocate in difficult situations.

9

Banker Core Values

Knowledge Catalyzed by Justice

The *Banker*'s core value is knowledge, knowing the facts through research, measurement, proof, and records. Knowledge is the awareness of facts, data, information, construct of systems, validated truth, and principles. Knowledge motivates and influences *Bankers* to make every decision, judgment, and action. The *Banker* mind desires complete knowledge, detailed information, useful facts, and data.

The influential *Banker* is one who is committed to educating themselves and others, and to guiding others with their knowledge; they may not excel in the ability to present and disseminate the knowledge that they gather and analyze so carefully.

Their mission is to be the availability of knowledge in the room, at the moment when that knowledge is needed most.

Catalytic Value – Justice

The *Banker*'s Catalytic Value is justice. For the *Banker*, justice means ensuring the equity of access, accountability, compensation, and opportunity. After the *Banker* gathers data, facts, and information, it needs to be disseminated and used to make appropriate decisions.

Justice works as the Catalytic Value for knowledge. *Bankers* view the world through the veil of their own information, and make judgments. When they see that their important knowledge is not used, or that it is used to do wrong, or that their knowledge is made available only to some, their sense of justice is offended and they cannot give their knowledge into an unjust situation.

The mature *Banker* remains true to his sense of justice and relies upon the founding quality of real expertise and real knowledge to eventually rule. Having applied his thirst for

knowledge first to self-awareness, the mature *Banker* is quick to recover from an attack of aloofness.

Knowledge – The Core Value Energy of *Bankers*

The core value energy of a *Banker* is knowledge, knowledge in all its forms and functions. Knowledge is the basis for all human progress, both in society and in each individual. From the first attempts of a child to speak, through the personal evolution of each individual toward self-awareness, to the last thoughts of a great thinker expressed to guide humanity in its next steps, knowledge is the primary ingredient which makes everything possible.

Knowledge is the basis of all business, all political systems, and all social organizations. Science, music, religion, literature, commerce: all human enterprises begin and end with knowledge.

The Catalytic Value for *Bankers* is justice. They have a drive to see that their knowledge is fairly applied to all people and all situations including themselves. This sense of justice when directed outwardly toward society is what makes *Bankers* take action; it makes them want to share their knowledge with the world, freely, openly.

It is very difficult, even for very mature *Bankers* to continue sharing their knowledge when they feel they are unjustly treated or when they see their knowledge being misused by others for unjust causes.

Our Deepest Fears

The deepest fear associated with each core value is the opposite of that core value:

> **Knowledge people fear being ignorant, without any worthwhile knowledge.**

It is understandable, that when people lose their sense of being a positive contributing presence, whether that sense of being is one of power, wisdom, love, or knowledge, their dark side comes out to protect them. None of us is very attractive or

BASIS FOR SUCCESS

BANKER

Carefulness

Test/Prove

Safety

welcome when our negative conflict strategy is the only energy we are emitting into our surroundings.

Contributions to the Team

The influence of a *Banker* rests in their ability to conserve resources, ensure longevity, and stabilize their businesses. These contributions are supported by their organization skills. *Bankers* are insatiable information gatherers. Data is always at their fingertips and they don't miss details.

They are extremely cautious and adamant about not launching the ship before its seaworthiness has been tested. In situations that require action, the influence of the analytical *Banker* is mandatory. Without them, actions are taken without sufficient thought, directions are changed without considering long-term ramifications, and new innovations are put into play without regard to service problems, system failures, or customer satisfaction.

Story #7

Caroline is a *Banker/Builder*. She is CEO of an IT technology company with dozens of project managers, software development people, and senior account executives assigned to her larger clients. She naturally builds relationships with major accounts through outstanding service and a get-it-done follow-through.

One of her account executives had recently quoted a fixed fee service change order to a major client on a highly visible project. The account executive did not take into account the fact that the client was still working to develop a specification for the scope of work for the change order. A team was assigned, enlarging the on-site personnel to almost 50% of Caroline's total employee base.

After six months, with almost a million dollars in sunk costs invested, the client decided that the scope of work was not appropriate. They called to stop work, asking for a review of the total project. A six month review period was prescribed. Caroline was livid. Her company's finances were imperiled and the client was being cavalier about time lost and about making any sort of accommodation of payments to a key supplier.

Caroline's patience was gone. She called a meeting with her account executive and project managers on the account. She heard nothing but excuses and became very angry that she had sat back and allowed this team to use their own judgment, which now had put her in an embarrassing position.

She fired the account executive and went to the client to take over the account. She had all of her ducks in order and proceeded to illustrate how everything that her team had done was right and effective and deserved payment. Everyone on the client team felt that they were made wrong by her presentation. She had not gotten a good enough picture from the *Merchant/Innovator* account executive about the client's team and their expectations. She also, in her effort to show strength and right thinking, misjudged the client's willingness to cut their losses and run.

The long and short of this story is that Caroline lost the contract and spent the next two years trying to collect $500,000 from a client who did not feel obligated to pay. By the time we got involved as a turnaround management company, Caroline's company was in deep distress. She had lost most of her core team and found herself alone, but still certain that she was right and that she had taken all of the right steps.

During our efforts to help her see the impact of her own actions and decisions, she withdrew from any contact with us, gathered a few of her remaining team around her, and sized down to a smaller version of her old company with a few long-term, easy-to-manage clients. Her account executive was hired by her problem client and went on to finish the project with an internal staff.

BANKER— Learning Style

Read and Analyze

The Read and Analyze learning style is very straight forward. There should be almost no talking without details, information, charts, graphs, and statistics. If you don't give this group something concrete to memorize, you won't get high marks for teaching. Reading materials that offer hard evidence plus the opportunity to analyze, dissect, and re-organize is the core ingredient. Methodology, mathematics, historic proofs, and precise experimentation cause these persons to engage and learn.

The core value that must be honored for *Bankers* is knowledge (the how and why of things). Don't bother trying to teach them anything if you can't substantiate it, or better yet, if they can't substantiate it. Read and Analyze people value justice. They like being asked to determine the level of justice and appropriate responses in situations. They also like to create a presentation of knowledge that is easily conveyed to others. Give them lots of

opportunity to create their own demonstration of knowledge, or identify and prove an injustice.

Building Self-Respect

The *Banker* derives self-respect from the apparent need for and the level of quality of knowledge that is essential to the situation. The *Banker*'s strong sense of justice is kept in good order as long as this feeling of esteem is in place. But when a situation becomes too risky, or people seem to not value knowledge, or when the knowledge given is not used to make good decisions, the *Banker*'s esteem is deflated, and the sense of justice magically disappears.
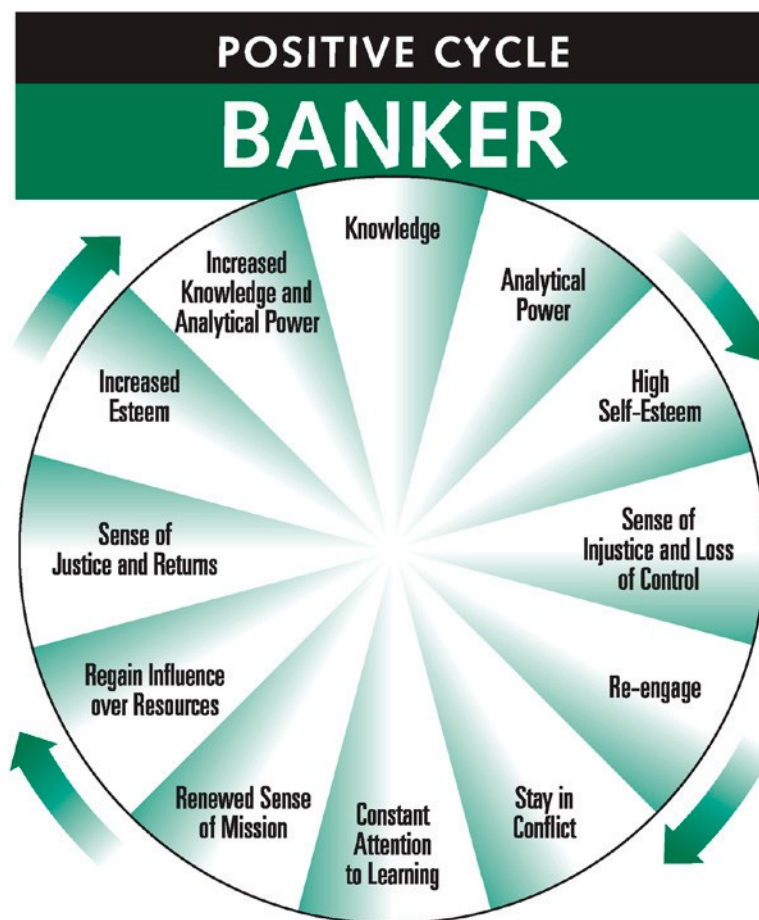
The mature *Banker* remains true to her own sense of justice and relies upon the founding quality of real expertise, real knowledge to eventually rule. And, having applied her thirst

for knowledge first to self-awareness, the mature *Banker* is quick to recover from an attack of defensive aloofness.

The *Banker*'s self-respect is founded in knowledge and measured by a sense of justice. No amount of power, wisdom, or love can provide the *Banker* with self-respect. No amount of intimidation, interrogation, or manipulation will prevail against the aloof judgment of the disappointed *Banker*.
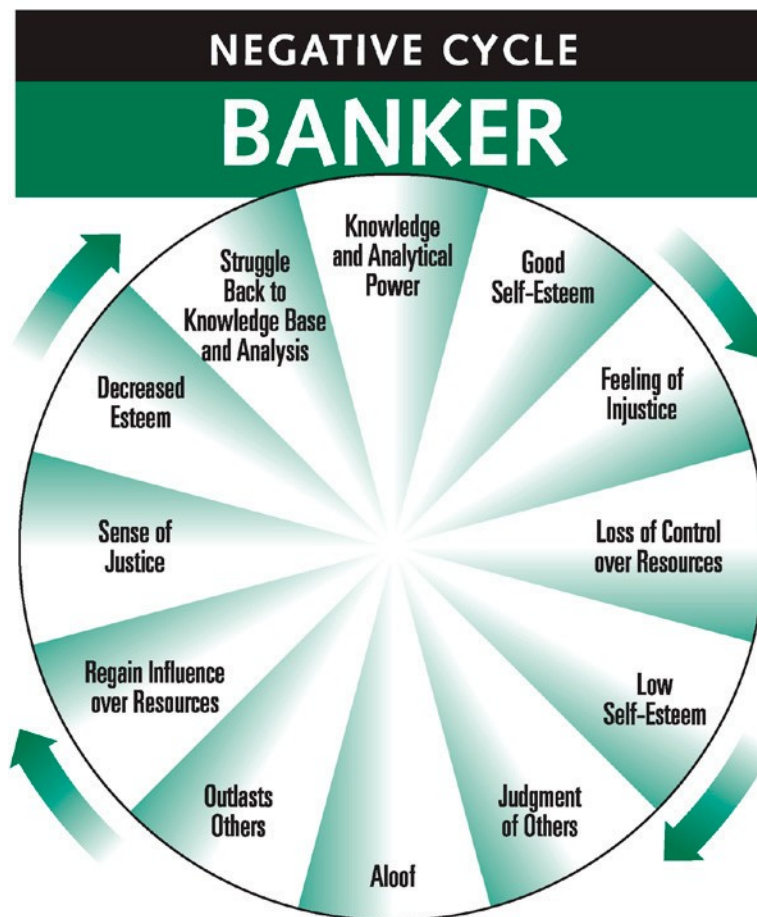
The Six
Contributor Types™

Note: If your Primary Type of Contribution™ is intuitive, this Type of Contribution results from high core value preference in the Merchant and the Builder quadrants. You may have dominant Builder values and secondary Merchant, or you may have dominant Merchant values closely followed by Builder values.

INDEPENDENT Contributors

Shared Values

Innovators and *Builders* both value monument building. *Builders* like to leave monuments demonstrating their powerful presence on Earth in brick, stone, and tangible materials. *Innovators* love to leave their monuments in the form of systems, new products, and innovations.

Builders and *Innovators* like to participate in solving problems. The *Innovator* wants to make an assessment and find the right solution, while the *Builder* instinctively knows what to do and wants to immediately fix the problem, his energy being the solution.

Contributions to Team

Business situations that require lasting structure or systems to be built and implemented must have a *Builder/Innovator* at the helm.

Independent contributors conceive appropriate solutions and take immediate action. So in the *Builder/Innovator* we have a person who designs a monument and then builds it.

Independent contributors are not intimidated by much of anything. Their *Innovator* wisdom makes them resourceful, clever, inventive, and

INDEPENDENT CONTRIBUTORS
BUILDER/INNOVATOR (Innovator/Builder)

Power combined with Wisdom	
BUILDER	**MERCHANT**
Gut Level	Inspired
Decisive	Energized
Powerful	Exciting
BANKER	**INNOVATOR**
Analytical	Perceptive
Formulative	Adaptive
Solid	Resourceful

able to teach others. Their *Builder* power makes them agile, constantly in motion, and powerful in command. They derive their own solutions and put them into action without hesitation.

Independent contributors are the most self-sufficient value type.

Impositions to Team

The independentnature of a *Builder/Innovator* gives his team a significant challenge.

Although these powerful individuals are good in isolation and thrive on independence, they may chafe under someone else's management. If given a general idea of the problem to be solved or the monument to build, they will find a way to get it done; but you must give them their head and stand back a little.

Story #8

A small group of business consultants had developed a very successful general business management practice. One of the three partners was a profound *Builder/Innovator*. He excelled in difficult production situations, solving his client's immediate problems and providing the push energy needed to get teams re-motivated and on track.

He was reluctant, however, to bring his other partners into companies where he was the lead. Because of this reluctance, his clients tended to make near-term progress, especially in production, but dragged their heels in sales and were left without sufficient cash flow due to insufficient attention.

His independence finally became a burden the others could not continue to tolerate, since his production of client revenues was less than one-sixth of the company's total while he continued to take home one-third of the profits.

On repeated occasions, when approached with the requirements to become more of a team player, he would often express willingness to improve his team play, but repeatedly would fall back into his independent habits. He was finally asked by his partners to leave.

Since *Builders* are impatient with the world, they consider any teaching time to be "baby-sitting." Independent contributors are convinced they are self-sufficient. Since they are impatient with anyone who does not exhibit the get-it-done attitude, they also do not have time to be taught or challenged, so their personal ideas may be generally held as the only ones with any merit.

PRACTICAL Contributors

Shared Values

Builders and *Bankers* both value "being right." These people tend to think that they are never wrong. *Builders* believe they are never wrong because they are acting from the gut. *Bankers* believe they are never wrong because they have the data to back up their actions and conclusions.

When a practical contributor is right in his conclusions, they are a powerful steady force that creates firm and unwavering forward motion.

Contributions to Team

Businesses that require high levels of detail, have a high volume of transactions, or have their basis in technical knowledge must have practical contributors in leadership. The *Banker*'s commitment to details, knowledge, being right, and following through, are invaluable in these situations.

The *Builder*'s ability to take actions and make decisions help them manage their *Banker* values, when in the midst of massive data and volumes of statistics and regulations.

PRACTICAL CONTRIBUTORS
BUILDER/BANKER (Banker/Builder)

Power combined with Knowledge	
BUILDER	**MERCHANT**
Gut Level Decisive Powerful	Inspired Energized Exciting
BANKER	**INNOVATOR**
Analytical Formulative Solid	Perceptive Adaptive Resourceful

Practical contributors are tough people. Their belief that they are always right makes them self-assured and motivated to achieve successful results.

Practical contributors take risks that are well considered and backed by sound reason and fact.

Impositions to Team

Because practical contributors value being right, they can be, or appear to be, arrogant. They may have a great deal of trouble building a team around them. What the *Builder* in them is not able to make happen can be immediately explained by the statistics and information generated by the *Banker* side of their *Core Values Nature*.

The *Banker* side can prove that the facts are right and the conclusions are black and white, while the *Builder* side trusts his intuitive judgment completely and is unwilling to be challenged for fear that his sense of sufficiency may be threatened

Practical contributors are so self-assured and so unwilling to be wrong that they may overpower others.

INTUITIVE Contributors

Shared Values

Builders and *Merchants* are both intuitive in their thinking. *Builders* value acting from the gut, from impulse. *Merchants*, also intuitive, value acting from inspiration. Both of these values rely on spontaneity. *Builders* and *Merchants* tend to act without a lot of thought or second-guessing. They tend to spontaneous combustion individuals.

Contributions to Team

When the situation calls for someone who will roll up their sleeves and get to work, always keeping high-quality relationships and the long-term vision in mind, an intuitive contributor is the best person for the job. If decisiveness, energy, heart, enthusiasm, strength, openness, and spontaneity are also required, the intuitive contributor is unbeatable.

INTUITIVE CONTRIBUTORS BUILDER/MERCHANT (Merchant/Builder)	
Power combined with Love	
BUILDER	**MERCHANT**
Gut Level Decisive Powerful	Inspired Energized Exciting
BANKER	**INNOVATOR**
Analytical Formulative Solid	Perceptive Adaptive Resourceful

These people know how to work and how to get others to work with them. The *Builder* in them is a doer. If there is too much work for one person, the *Merchant* in them will motivate and teach others what they need to do to help the intuitive contributor succeed.

Intuitive contributors are not at their best in isolation.

So if building a team rapidly is required, if opening a new sales territory is the task at hand, or if a new business enterprise is being launched, an intuitive contributor is the most likely candidate to succeed.

Impositions to Team

Because intuitive contributors possess so much confidence in their ability to know what to do next, they may become so enamored with their ideas that they take one dramatic action after another, leaving a trail of incomplete assignments and disappointment behind them.

Their spontaneity creates an incredibly fallow field for *Innovators* to play in and an endless vacuum of fact and balance for a *Banker* to set straight. Actions are taken that have to be corrected.

The opposing values that an intuitive contributor possesses also cause conflict. The "get it done now" attitude of the *Builder* contrasts with the cajoling, joking, and inspirational attitude of the *Merchant*. The *Builder* values are willing to put relationships at risk, while the *Merchant* values are willing to risk poor results in order to preserve relationships. These opposing values can cause behaviors that make them appear inconsistent and even "two-faced" to others.

These people are explosive and exciting to be around.

COGNITIVE Contributors

Shared Values

While *Builders* and *Merchants* are intuitive in their thinking, *Innovators* and *Bankers* are cognitive in their thinking. All *Innovator/Banker* thinking is guided by reason.

While *Innovators* have leaps of intuitive wisdom, they pride themselves on being rational and thorough in their assessments and wise in their prescribed solutions or designed systems.

Bankers work to make everything efficient, and *Innovators* develop processes and systems to support this goal.

Contributions to Team

Cognitive contributors are rationally based, working from fact, provable systems, and logical flow. A person with this *Core Values Nature* can assess a situation and come up with multiple solutions or systems to support the stated objectives. Once conceived, the ideas are analyzed, organized, proven on paper, and perfected in documentation.

Any practical business needs creative solutions.

COGNITIVE CONTRIBUTORS
BANKER/INNOVATOR (Innovator/Banker)

Knowledge combined with Wisdom	
BUILDER	**MERCHANT**
Gut Level	Inspired
Decisive	Energized
Powerful	Exciting
BANKER	**INNOVATOR**
Analytical	Perceptive
Formulative	Adaptive
Solid	Resourceful

Impositions to Team

Cognitive contributors have a difficult time making decisions because of their cognitive thought process and their need to thoroughly analyze and assess situations. Although the *Banker*'s aversion to risk causes them to quickly make a decision in the negative-to say "no" without thought is not making a decision.

When cognitive contributors go into their "no decision today" lock-up, there is no way to get them out of it. The *Innovator* side gets stubborn and they isolate themselves from others until "I can figure this out." The *Banker* side sets into motion a protracted data gathering and analysis cycle that "only I can manage." This posture is impenetrable, unless a courageous *Builder* simply puts himself at risk and takes unilateral action.

COMMUNITY Contributors

Shared Values

Merchants and *Bankers* share the concern for good community. They each want the environment at work and within their social group to be a good and beneficial environment.

Merchants want everyone to feel welcome and accepted. They want people to speak gently to each other and to hold each other in high regard. *Bankers* want everyone to be secure and to protect each other. They want everyone to respect the systems and laws of the community and to treat each other with respect. Both core value strategies work to ensure equity, *Bankers* concentrating on justice, and *Merchants* focusing on fairness.

Contributions to Team

The worth of community contributors is best seen in situations that require highly technical or profuse knowledge that needs to be disseminated to others, or situations in which the demand for risk is high and the need for detail and follow-through is extreme.

Community contributors are able to play the edge of risk better than any other value set and survive

COMMUNITY CONTRIBUTORS
MERCHANT/BANKER (Banker/Merchant)

Knowledge combined with Love	
BUILDER	**MERCHANT**
Gut Level	Inspired
Decisive	Energized
Powerful	Exciting
BANKER	**INNOVATOR**
Analytical	Perceptive
Formulative	Adaptive
Solid	Resourceful

the experience.

The *Merchant*'s inspired activity will be modulated to a more rational set of activities by the *Banker* mind, making this *Core Values Nature* one that sets many things in motion, completing them all to near perfection.

When longterm relationships and long-term results are the desired outcome, a leader who is a community contributor will provide maximum assurance of a positive outcome.

Impositions to Team

The opposing values of love and knowledge make community contributors prone to a little social inconsistency. When they shift into their *Merchant* role, they are charming, visionary, and full of energy. They tend to be a surprise to the people around them, because in business their *Banker* values often cause them to hide their *Merchant* characteristics for fear of being perceived as being silly or unprofessional.

If they allow themselves to be promoters at work they will often make announcements around new plans and visions on one day and come back the next as their own worst enemy, the *Banker* in them playing the role of devil's advocate.

This sends no small amount of confusion into the team.

Story #9

Cliff, the idiosyncratic story-teller on the TV sitcom "Cheers," is a good example of a poorly performing community contributor. He has gleaned and garnered thousands of bits of interesting information (some of them highly interesting) and thrown them in with a million bits of fact that no one else cares about.

Then his *Merchant* takes over and demands the spotlight, displaying his knowledge as though on stage, seeking to entertain and impress the multitudes. He is the epitome of a community contributor at his worst.

Community contributors may be negative or indecisive one day and solicitous and inspirational the next. Frustration comes from the *Banker*, who expects perfection in implementation. Solicitation comes from the *Merchant* who doesn't want to look like an angry person for fear that all of their friends may go away.

CREATIVE Contributors

Shared Values

Merchants and *Innovators* both value being needed, either for their solutions and technologies or for their humanity, creativity, and love. This need to be appreciated drives them to achieve long-term relationships and to develop products and systems that ensure the longevity of the relationships that are formed.

Contributions to Team

The power of a creative contributor is derived from their inexhaustible well of good ideas and new strategic innovations.   This creates a deep sense of optimism.   If the *Merchant*'s dream is not being realized, the *Innovator* can kick in and come up with the appropriate solutions.

When the *Innovator* solutions do not align perfectly with the *Merchant* vision, a new vision is deftly formed.

This constant creativity makes the creative contributor an invaluable resource in companies where technologies are changing rapidly or competition puts new demands on the marketing and sales systems of the company. This kind of person fuels the irrepressible optimism of an entrepreneur and maintains a positive attitude in times of diversity through sheer tenacity.

Creative contributors are not put off by a problem of any magnitude. In fact, their sense of personal esteem is often based on the size, difficulty, and worthiness of the problems they have before them. They look for opportunities to demonstrate their prowess at problem-solving or at turning around difficult relationships that are at risk.

Creative contributors are the go anywhere, do anything kind of people.

For the *Innovator*, the absorption into the problem-solving aspects of any assignment will carry them a long way, as long as there remains an opportunity to observe others evaluating and appraising their work once it is finished.

Creative contributors, despite their ability to sustain themselves independently, thrive best in a team environment. They are excellent team *Builders* and are the best teachers.

This creates exciting and provocative learning situations. Creative contributors tend to be able to keep so much energy swirling around them that they attract others.

Impositions to Team

Unrestrained creative people can be a real challenge to their teams. The *Merchant* is constantly thinking of new projects and new adventures, and avoiding non-creative, boring work. There is always a brighter future or a glorious past accomplishment that will distract others from the need for accountability today.

And the *Innovator* lives off of new challenges and great new strategies. This wisdom driver has done its work when a strong new strategy is conceived.

Creative people can be difficult to manage because they are also creative about the way they present themselves and innovative about they way they can avoid practical requirements.

Innovators hate to bring the process of problem-solving to a close; they are constantly caught up in the seduction of a new idea, a difficult conundrum. Solving problems is their highest form of pleasure.

Summary of the Six Types of Contributors

Just as in our discussion about the four primary core value energies, knowledge, power, wisdom, and love, in the six types of contribution there is not one of us (according to our growing number of participants) that is purely any one thing. In fact, our data has shown that no one has ever chosen 100% of any core value. And no one has ever chosen less than three of the strategic and tactical values that align with each of the *Core Values*. The same is therefore true for all six of the contributor types.

Everyone we have tested, now more than 7500,000 CVI users, has chosen some of the value words that point to each core value. They have all chosen some of the values that cause him or her to prefer making certain kinds of contributions, but never all of the values that align with their most dominant type of contribution.

So, you see, you and I, and everyone else it seems, is made up of the same innate natural ingredients, but in different amounts.

The greatest similarities we have with each other are the four basic core valueenergies that make up our unchanging innate nature, our motivation to make certain types of contributions.

There are now more than 8.0 billion people living on our planet. Still, your life and my life are unique. We are made unique by the difference of the pairings of our parents and our parent's parents; just as we are unique in the makeup of our essential human nature. We call this innate, unchanging self the *Real Core Values Self*. We are unique in our capacities to express or deliver our *Core Values* to society.

THE ODDS ARE

10,314,424,798,490,500,000,000,000,000 to 1.
Population of the Earth: 7 Billion

It will be a long time before any two of us are born with identical innate values.

**Odds That You and I Will Select All
of the Same Tactical Values in the CVI**
10 Octillion
314 Septillion
424 Sextillion
798 Quintillion
490 Quadrillion
500 Trillion
to One

Or, 210,498,465 times the Earth's population squared.

These are the odds that
you and I will select all of the same
Strategic and Tactical values in
the Core Values Index.

What is the likelihood that you and I are identical physically—with the same set of skills and the level of capability? Although the number above is accurate and statistically precise, we can see a similar indication of uniqueness by building a model that computes how many people have lived on this planet since the beginning of human time.

You can study the formula we used in the appendix of this book. The estimated number is staggering: 68 billion total humans may have lived and died on this planet. Each one of us is unique, both in the nature of *Who we are* and also *What we are*.

It is this very uniqueness both in physical and innate nature that causes us to have the same universal call; the call to be our unique selves and to find our unique place in the lineage of Man and in the habitation of Earth. We all have the questions alive within us: *Who am I? What am I? Why am I here*? We each have an unremitting drive to make a worthwhile contribution. It is part of our creature survival mechanism. It is part of our urge that makes us all humans. We also each have a unique mixture of *Core Values* energies to contribute. These are what make up our Contributor Type.

We now can provide significant evidence that helps each of us characterize and even quantify *Who we are* (our unique *Real Core Values Self*) and *What we are* (our physical attributes, capabilities, talents, and skills).

This information about *Who we are* and *What we are* join together to provide clear guidance about the question, *Why am I here?*

Who I am is a unique recipe of *Core Values* capacities that work together to cause my presence in society to be unique and to be useful.

What I am provides the skills and capabilities to express, or to deliver *who I am* to society. We include in the *what I am* composite the adapted personality or learned behavior patterns. Read more about this in our *Human Operating System*™ Manual and in my book, Choices.

These join together to point with significant precision toward a place in life, a work position, or role in society within which *who I am* is what is needed all day long. And *what I am*, the talents and skills that my physical makeup imbues in me are required to optimize and deliver the contribution that I can make. Maslow asserted that this inner nature prescribes where each of us fits in the world.

> **The contribution I make is the expression of my *Real Core Values Self*™ through work, using the skills required to be successful in a specific role.**

It is our universal or similar calling that you and I each must discover *who we are*, and we must learn *what we are*, and we must become practiced at using our capabilities and skills so who we are can become useful at the highest level possible.

We contribute the visible, measurable contributions of our work as part of a company or as a single person. But all of us, no matter what our occupation, are delivering something more important to our society than the completion of a few tasks every day. We are contributing our innate unchanging *Core Values Nature*s to the people around us.

These values are themselves the real nature of our contribution.

When a human being is doing tasks that allow the free expression of the person's strongest *Core Values* through work, the individual becomes fully engaged in his work. He gets into the flow of things. He loses all sense of time and space, forgets to be self-conscious, or even conscious of any separation from other people.

The person fully engaged in his work becomes a pure state of being—the pure expression of one core value at any given moment, made tangible and useful through the contribution of the work.

This is not just a psychological pursuit. The requirement to be useful rides along with us from our very beginning, as part of our survival mechanism. We are not comfortable; we are afraid of being left behind or left out if we are not being useful in some tangible way to our society.

We are naturally urgent about learning *who* and *what we are* so we can be useful to others, so we will be accepted, cared for, and valued by our society. When we are not working in a place of highest and best contribution, this requirement to feel useful and to be seen as a valuable contributor disturbs us at the innate level to take action, to change things, to get into a better place of contribution. We call this *spiritual agitation*.

More than 74% of the working population (according to Gallup) are disengaged in their work and therefore in the mind set to change jobs.

When the tasks I am asked to do are not aligned with, or do not deliver *who I am* to my society, then the unremitting message I get at the subconscious level, is to leave, to find a better place –

MAKE YOURSELF USEFUL.

The Taylor Protocols™ And Our New Employment Pre-Selection Science™

Over the course of nineteen years of managing businesses as a hired titular CEO, I completed more than 200 successful business turn-around projects. In order to be successful in this work I had to develop many standardized tools and methodologies. This helped us be more effective and more able to handle several companies, usually eight to ten at the same time. The core of this system development work is centered on the *Core Values Index* and is, all together, called the *Taylor Protocols*.

The CVI assessment tool is used to develop *Top Performer Profiles* for some of the leading corporations in the U.S. Hiring is completed by matching an individual's *Core Values Nature* with the *Top Performer Profile* for a given position. This process decreases the cost of hiring, reduces turnover by aligning people with jobs that require them to work in alignment with their *Core Values* most of the workday. The end result is a direct positive impact on the profitability of each company that uses this system.

Later in this chapter we will describe in detail the 80/20 Protocol and its *Top Performer Profile* process that puts everyone in the right seat on the bus. We will tell you about companies that have benefited greatly by implementing this powerful new business development tool.

The Taylor Protocols include:

The *Taylor Protocols* are a set of business applications offered online that use the *Core Values Index* and our pattern recognition and pattern matching algorithms to develop a *Human Capital Audit*. The *Taylor Protocols* provide restructuring prescriptions based upon alignment of individual *Core Values Nature* with the tasks in any position and fully automated *Employment Pre-Selection*™.

80/20 Protocol™

Puts every person in the right seat, with its *Top Performer Profile*™ process, causing people to make their highest and best contributions. This protocol also includes the *Human Capital Audit*™ and a musical chairs repositioning process we call our *Core Values Alignment Protocol*™.

Task Distribution Protocol™

Distributes tasks to people in alignment with their unique *Core Values Nature*.

Conflict Resolution Protocol™

Helps employees and their managers understand each other better, with prescribed tools and tactics for each participant to help them shift from an unworkable position to an effective *Core Values*–based mode of communication.

Business Relationship Dynamic™

Compares the *Core Values* profiles of two individuals and provides a guided discussion to enhance communications and build effective working relationships.

Note: These Taylor Protocols™ are described in more detail in the Human Operating System™ Manual and on the Taylor Protocols website, [www.taylorprotocols.com.](www.taylorprotocols.com)

Finally, a Real Solution for
the Human Performance Bell Curve

Our patent-pending algorithms scientifically find *Core Values* patterns in top performers in any position. The result is a *Top Performer Profile* (TPP) that is used to pre-select future top performers from the field of candidates for a given position.
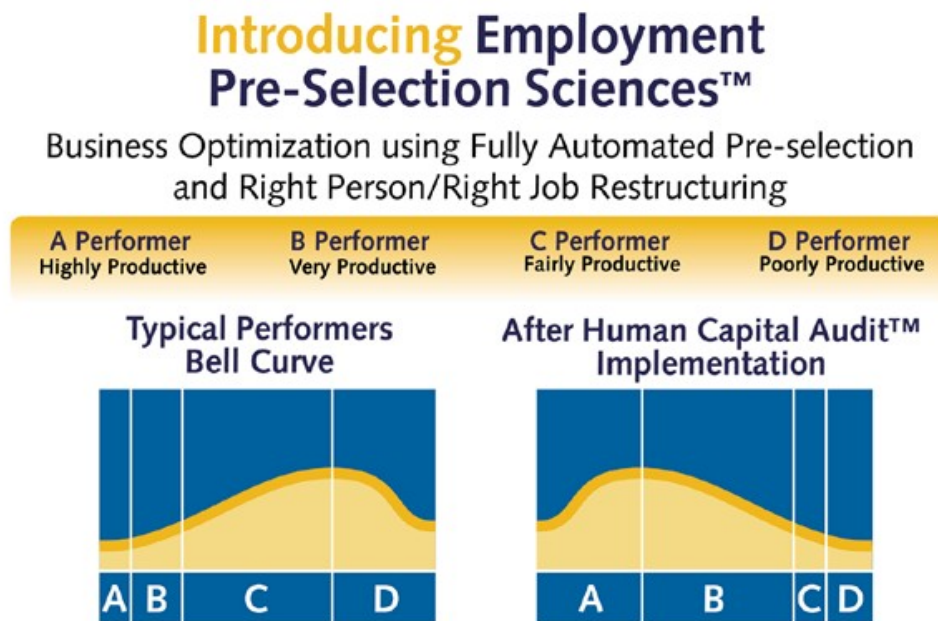
© Copyright by Lynn Ellsworth Taylor, 1997

There is no other system that offers the three essential elements to unlocking human productivity:

1. The CVI assessment that measures the innate unchanging nature of the person, providing greater than 94% repeat score reliability.

2. Medical grade image processing algorithms that scientifically find core value patterns in the individual and provide automated matching of these patterns with incoming CVI scores from employment candidates.

3. Hiring process and fee structure that move the objective screening of applicants to the front end of the employment process.

Top Performer Profile™: How It Works

Right Person / Right Job

By testing the CVI™ scores of Individuals in a given position against the TPP™, we internally validate and prove future effectiveness of pre-selection.

Pattern-matching algorithms find the TPP™, with its plus and minus variances, enabling companies to objectively pre-select future top performers and to screen out future low performers.
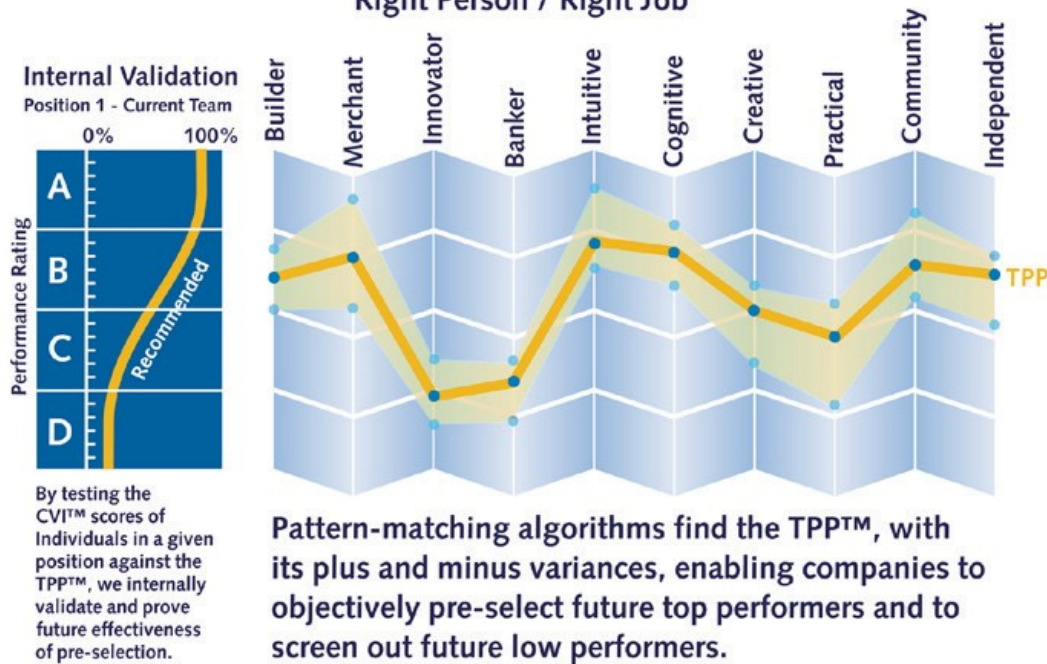
© Copyright by Lynn Ellsworth Taylor, 1997

Most companies admit, with some strong coaxing, that they have hired somewhere between 20 and 30 persons for each position in order to find one more top performer. This is true because most positions in most companies have 10% A, 15% B, 50% C, and 25% D performers. The turnover rate for A players runs at 5% annually. B performers turn over at a 10-15% rate. C players tend to turn over at the 30% level, and D performers turn over at a 70-150% rate every year.

When you put these two factors together, it is easy to see why it has taken 20 or more hires to find each one of the current top performers in a given position.

With our new *Employment Pre-Selection Science™* (EPSS™), we consistently find new A or B performers. This makes it possible to completely change the performance bell curve of any position within a year or less.

Taylor Protocols
Employment Pre-Selection Sciences™
Right Person / Right Job

Typical Hiring Process
Application processing is top heavy and inefficient:
90% of the hires are not Top Performers.

TPP Pre-Selection Science™
Highly recommended profile matches
are immediately and automatically identified.
Taylor Protocols hiring process
screens in only future Top Performers.

Typical Hiring Process (left funnel):
- Recruiting Ads / Referrals
- Applications / Resumes
- All Applications Screened for Self-Claimed Skills/Experience
- Phone Interviews
- First Interviews
- Second interviews / Profile Screening
- Performance Level Unknown
- **Hire Person**

SUBJECTIVE Screening → OBJECTIVE Screening

TPP Pre-Selection Science (right funnel):
OBJECTIVE Screening → SUBJECTIVE Screening
- Recruiting Ads / Referrals
- Applications / Resumes
- Taylor Protocols Integrated TPP™ Accurately Identifies Future Top Performers
- Top Performer Applicants Screened for Skills/Experience Advance to Hiring Manager
- We Guarantee A or B Performers
- **Hire Person**

By using our internally validated *Top Performer Profile* in the pre-selection position in every hiring process, we reduce wasted human resource interviewing and candidate processing efforts by more than 70%. This savings, added to the reduction of turnover and the increased productivity of each team, provides a greater improvement in bottom-line performance available through any other process or system.

Innate Core Values
The Unchanging Nature of a Person

Definition:

1. Existing in one from birth; inborn; native.

2. Inherent in the essential character of something.

3. Originating in or arising from the intellect or the constitution of the mind, rather than learned through experience.

4. Unchanging in nature.

The *Core Values Index* assessment characterizes and measures the innate unchanging nature of individuals for the first time.

Once a *Top Performer Profile* (TPP) has been created for several important functional positions within a client company, the full benefits of the 80/20 Protocol can be realized.

The incoming candidates can be sent via email a *Core Values Index*™ to take in less than ten minutes. The automated *Employment Pre-Selection*™ will identify future top performers.

We invite you to go to our website www.TaylorProtocols.comand access our free Human Capital ROI™ analysis worksheet. This will allow you to quickly assess the potential contribution that the *Taylor Protocols* and our *Employment Pre-Selection Sciences*™ can provide for you. Using your company's actual numbers, in a matter of a few minutes you will be given a clear understanding of your potential return on investment in our technology and sciences.

You can also learn how you can get your set of human capital assessments. Be sure to explore the *Taylor Protocols* product description information, to determine the technologies and sciences that are likely to be most beneficial to your company.

80/20 Protocol™

The *Taylor Protocols* utilize a proprietary *Core Values* Assessment tool (the CVI) that has demonstrated accuracy and reliability superior to the historically recognized leaders in personality and behavioral profiling systems.

Human Capital Audit
Right Person / Right Job Hire
Top Performer Profile for All Positions Within the Company or Department

Test current low-producing C and D performers against other Top Performer Profiles to see if they can be positioned in a different job, perhaps in a different department, where their core value nature matches that of your company's known top performers. A currently faltering salesperson may be an outstanding customer service representative.

Test applicants that do not fit the Top Performer Profile for the first position they apply for against other Top Performer Profiles for other positions in your company. The applicant may have the core value nature to be a top performer in inventory management where they would have struggled as a collections manager.
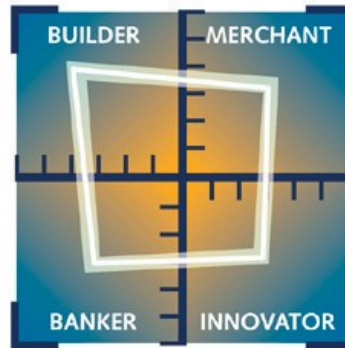
© Copyright by Lynn Ellsworth Taylor, 1997

Individuals in each position who are rated as C and D performers can have their *Core Values Index* scores compared to the TPP in other positions, and a musical chairs restructuring will cause a significant increase in the number of employees whose *Core Values* are aligned with the tasks required in each position. This increases human productivity more than is generally believed to be possible.

The client now has the option to reduce the number of people in these positions or to significantly increase the productive output of the newly reorganized staff. The option to have only A and B performers in all positions is made practical and achievable.

Top Performer Profile™
Right Person / Right Job
Pre-Selection of Future Top Performers

The *Core Values Index* Assessment provides a profile of the *Core Values* (core motivational drivers) of each individual. Fifteen years of field use in more than 300 companies and 50,000 persons, has provided feedback that this assessment provides a profile of the inner person, the real person, rather than just personality or behavioral characteristics.

The *Core Values Index* shows why a person operates the way he does. We have demonstrated that it is the *Core Values Nature* (inner person revealed through the CVI) which is acted upon by an individual's environment. We each adapt our behaviors to accommodate our environment.

To the degree that a person's work is not aligned with their core motivational drivers, he will either: fail, disrupt the situation, force a change, or leave.

Pattern Recognition and Pattern Matching Algorithms

In the course of his career, Taylorworked on a team that developed a computerize pattern recognition algorithm in the early 80s for an echocardiography company. The algorithm was able to detect the edges of the left ventricle through a full cardiac cycle, diastolic/systolic/diastolic or through approximately 60 interleaved video frames.

The result of the edge detection and pattern recognition algorithm in this case was used to compute non-invasive cardiac output volumes.

We developed a similar algorithm to improve the accuracy of speech recognition in the IBM compatible personal computer in the mid-80s. This algorithm increased the accuracy from 70% to better than 98%, while speeding processing time by a factor of four.

We now are applying for patents to protect the revolutionary methodology and the automated pattern recognition system that is now made accessible to hundreds of corporate clients.
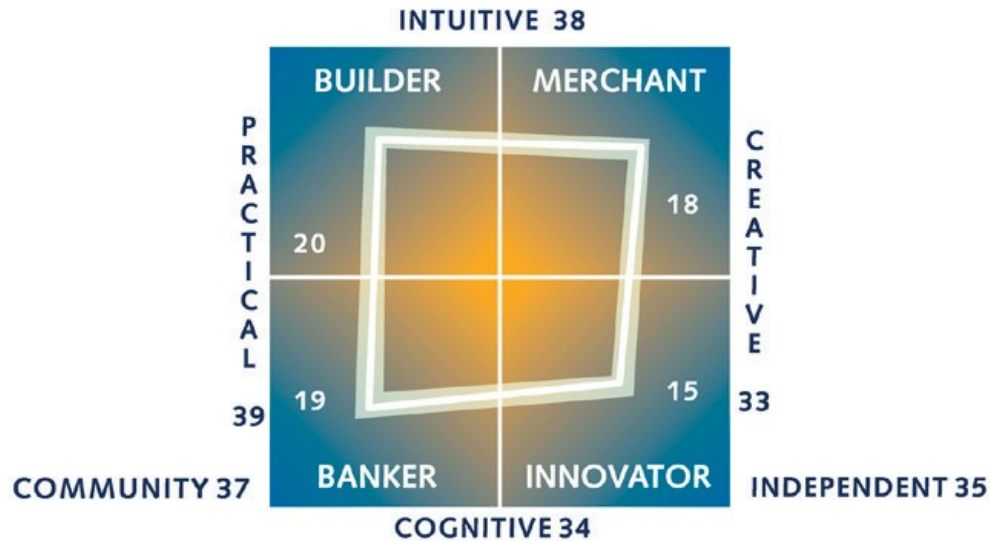
Automated Employment Prescreening Science – Reliable Prediction of Future Performance

Taylor Protocols has developed a revolutionary Employment Prescreening Science™ (EPS™) based upon the above-described innovative products and scientific algorithms. There are several primary functional barriers to effective prescreening that have kept other companies from using their assessments for employment prescreening. These have been solved by the *Taylor Protocols*.

1. It is not sufficient to develop an average profile of all employees who have the same title within different companies (even within the same industry).

2. It is not sufficient to develop an average profile of all top-performing employees in the same job position in the same company.

3. It is not sufficient to just develop even the highly refined *Top Performer Profile*™ that is made possible by the *Taylor Protocols* pattern recognition algorithm.

4. It is not sufficient to overcome all of the above obstacles without also providing an automatic match ing of the *Top Performer Profile* to job candidates, selecting only the best.

5. It is not sufficient to match the *Top Performer Profile* to job candidate profiles without making a judgment regarding the likely success of the individual in the job position, eliminating a significant number of unlikely candidates.

Taylor Protocols is the first and only company that offers one straightforward employment prescreening system that overcomes the above obstacles.

Sample Top Performer Profile™

INTUITIVE 38

BUILDER | MERCHANT

PRACTICAL | CREATIVE

20 | 18

19 | 15

39 | 33

COMMUNITY 37 | BANKER | INNOVATOR | INDEPENDENT 35

COGNITIVE 34

When selecting the best employee candidates, it is important to understand that persons whose profiles are similar yet have some meaningful differences should be considered for this role. As a guide the following maximum variances from the above *Top Performer Profile™* are recommended.

Sample TPP

Core Value	Ideal Score	Plus	Minus
Builder	20	3	-4
Merchant	18	2	-5
Innovator	15	8	-3
Banker	19	4	-2

Contribution Type	Ideal Score	Plus	Minus
Intuitive	38	2	-7
Cognitive	34	7	-2
Creative	34	4	-3
Practical	38	3	-4
Community	37	6	-6
Independent	35	6	-6

Contribution Type Definitions

Cognitive -	Process or faculty of knowledge and reasoning [*Banker* plus *Innovator* scores]
Intuitive -	Knowing as an instinct with sharp, eclectic insight [*Builder* plus *Merchant* scores]
Practical -	Experience, practice, or use, rather than theory or speculation [*Builder* plus *Banker* scores]
Creative -	Originality and expression, vision, imagining what can be [*Merchant* plus *Innovator* scores]
Community -	Motivated to be a contributor to a community, building relationships, working to conserve resources, and supporting appropriate and just organizations [*Merchant* plus *Banker* scores]
Independent -	Figure out what to do, then do it; impatient with the structure and limitations of an organization [*Builder* plus *Innovator* scores]
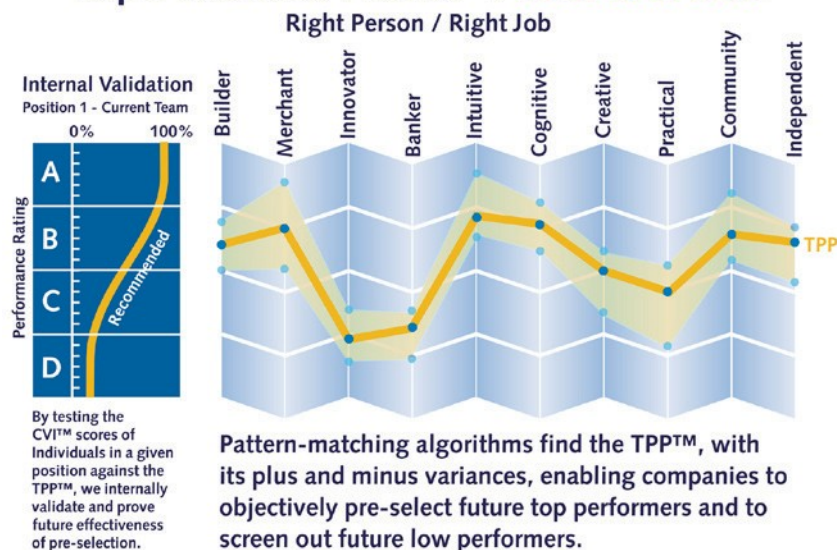
Top Performer Profile™: How It Works
Right Person / Right Job

Once a *Top Performer Profile* (TPP) is created for a given position, *Taylor Protocols* will install the TPP in Client's home site within the *Taylor Protocols* Internet site. Then the hiring process begins.

Top Performer Profile™ process:

1. Client works with *Taylor Protocols* to develop advertising for employee candidates for each TPP job position.

2. Client receives resumes and sends out an automatic request for each candidate to complete a *Core Values Index* (CVI) assessment. This is done by Client simply typing in the email address of each candidate and clicking on the submit button in the Client's home site within the *Taylor Protocols* website.

3. Client receives candidate CVI scores automatically and asks for automated comparison of each candidate score with the right *Top Performer Profile*.

4. Client receives a High Recommendation (HR), Low Recommendation (LR), or No Recommendation (NR) for each candidate.

5. *Taylor Protocols* recommends that Client only interview people whose CVI scores meet the TPP High Recommendation requirements.

6. Client uses the *Taylor Protocols* suggested interview questions to decide which of three or four High Recommended candidates to hire.

7. Client gives *Taylor Protocols* permission to use the existing employee pool that was used for the TPP process for each position as an auditing base for all future hires. Client informs *Taylor Protocols* of each hire made using the TPP process and pays a per-hire fee on the first of each month. All new hires are fully guaranteed for 60 days. An unlimited number of CVI assessments are allowed for prescreening candidates for each TPP job position. Every 90 days, client sends a fully updated roster of employees in each position, noting all new hires, any failed and guaranteed hires, etc.

8. Client hires candidate and tracks performance for future refinement of the *Top Performer Profile*. Once completed, *Taylor Protocols* offers annual reprocessing of A, B, C, and D employees in each position in order track the evolution of each position, always improving the hiring process.

Core Values Business Optimization

The *Taylor Protocols* consistently generate quick and substantial productivity improvements. This process is described below, followed by a summary of the benefits it produces.

Step One

The first step is the production of an *Top Performer Profiles* for each key position in a company, such as sales rep, customer service rep, underwriter, or stockbroker. For each of these key positions, all incumbents complete a *Core Values Index* and the client company's management identifies the top 20% (approximately) of the performers in each position. Using our patent-pending pattern recognition and matching algorithms, an Ideal Profile is developed which captures the CVI characteristics that the high performers in each position have in common, and that distinguish them from the lower-ranked performers. This process creates an internally validated assessment tool that is accurate, reliable, and repeatable, with no possibility of discrimination or deception.
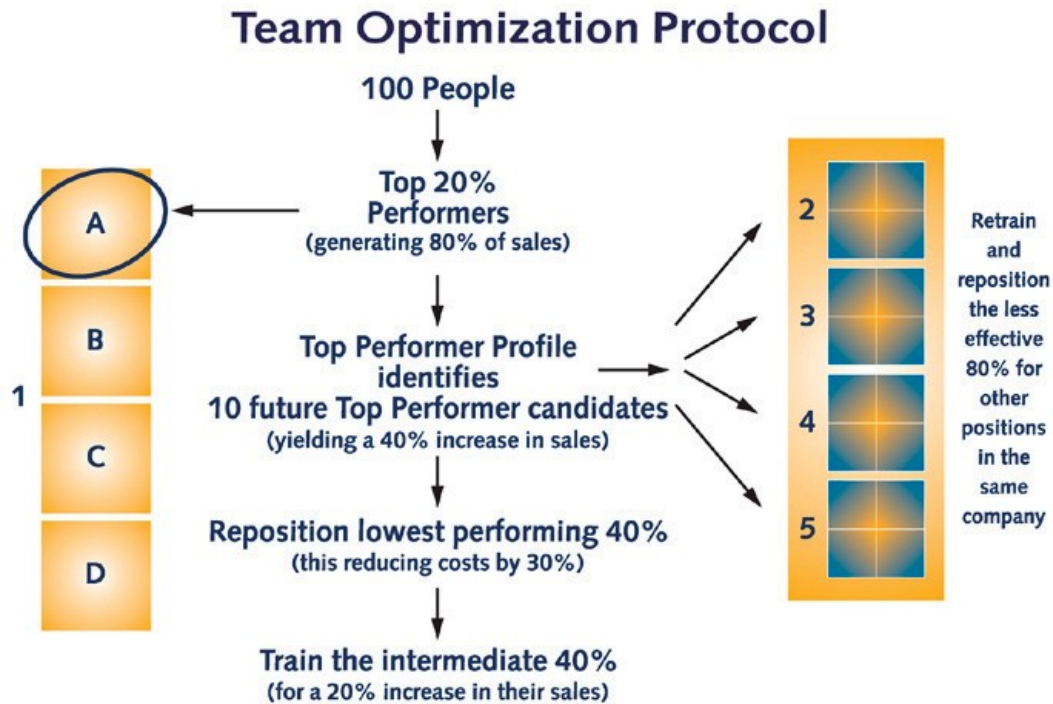
Step Two

Using the value words most attractive to people with the newly created *Top Performer Profiles*, the company then recruits individuals with the requisite work experience and skills. More of the appropriate, close-fit people respond to the ads and more of the poor-fit people are repelled by the language in the ads. Each person with strong experience and skills is sent a *Core Values Index* Identification Number via email from the company. These candidates complete the CVI over the Internet within 7-10 minutes. They and the client receive the resulting *Core Values* Profiles instantly by email boxes.

Step Three

The hiring manager compares each individual candidate *Core Values Index* with the TPP and sets appointments with the Ideal candidates (best resume and matching profile). Using the Suggested Interview Questions provided with each candidate's profile, the candidates are then further screened relative to emotional, adapted personality, and interpersonal development levels.

Step Four

The candidates are trained along with other employees in accordance with their Learning Styles, which are discovered and clearly defined by their *Core Values Index*. Management is trained to motivate, commission, position, and manage these people in ways that honor their *Core Values* and that further optimize their performance.

Team Optimization Protocol

100 People

Top 20% Performers
(generating 80% of sales)

Top Performer Profile identifies
10 future Top Performer candidates
(yielding a 40% increase in sales)

Reposition lowest performing 40%
(this reducing costs by 30%)

Train the intermediate 40%
(for a 20% increase in their sales)

A B C D — 1

2 3 4 5 — Retrain and reposition the less effective 80% for other positions in the same company

Example:

Company has 100 sales people with top 20 generating 80% of sales.

1. Recruit 10 new people with CVI similar to the *Top Performer Profile* of top performers. This yields a 40% increase in total sales.

2. Reposition lowest performing 40 sales people who also have the greatest difference greatest difference from the *Top Performer Profile*, thus reducing costs by 30% (net of the cost of adding 10 new people).

3. Train the intermediate 40 people for a 20% increase in their sales.

12

The Learning Styles

Each individual has his own style of learning based upon a unique recipe of his *Core Values Nature*. No one has ever been found to have zero value in any of the *Core Values*, nor has anyone been found to have 100% preference for the values in any *Core Values* set. We all, therefore, have a mixture of these values, and an ability to learn at some level from the value sets that are not our dominant or secondary value sets.

Most people operate reasonably well from the learning strategies inherent in their dominant and secondary value sets. Some operate and learn well from three of the value sets and a few operate comfortably from all four learning strategies. There is also a small percentage of people who are comfortable and capable in only one of their learning styles.

General Rules for Curriculum Development

Before developing a curriculum for a given group of people, each person should be asked to complete the *Core Values Index* at www.TaylorProtocols.com. All scores should be grouped together to obtain a group average. Each individual's score should be compared to the group average. If one person's scores differ significantly from the group, their curriculum should be developed separately.

Total possible score in each value set is 36.

Total Learning Styles score is 72.

Learning Styles

1.	Decide and Do	*Builder*
2.	Talk and Listen	*Merchant*
3.	Observe and Solve	*Innovator*
4.	Read and Analyze	*Banker*

13

Building Your Business

Building a Business with Four Corners

Every business requires all four *Core Values* cornerstones to be in place in order to assure success. When any one primary core value is allowed to control, the strength of that core value becomes the weakness that brings the house down.

As a business grows, the value that is needed most during each phase is very different. At first it may be essential to value love, building relationships, attracting customers, serving them with unfailing attention. As more customers are attracted, the attributes of work and power become more required in order to meet commitments.

Soon the complexities of the business created by its success begin to overwhelm all of the players, and the need for wisdom, problem-solving, new systems, and better plans begins to take precedence.

Conservation, better knowledge of the competition, superior technical skills, better handling of financial concerns—these elements of knowledge become the most essential cornerstone—until the risk aversion of the *Bankers* begins to stall the company and flatten its growth, once again elevating the *Merchant*'s commitment to opportunity and relationships to the highest plain.

Building Effective Teams

There are three important avenues of information which need to be tracked in parallel as we attempt to build effective business teams.

First, we must fully understand the purpose and the primary function of the team, its contribution to the overall company objectives. This analysis must be thorough enough that each activity required of the team can be broken into individual tasks with time estimates established.

Second, we must understand the constraints of budget. Part of this avenue of analysis involves a comparison and prioritization of the subject team's relative importance when compared with other teams and its consumption of resources compared with its contribution to the whole. Given that rational conclusions have been drawn in this second process, we return to the first avenue of thought and re-prioritize the functions and tasks of the subject team in order to see which might be delayed, reduced in scope, or eliminated.

Third, we must assess the existing team members, evaluating their effectiveness, efficiency, and consistency in the performance of each essential task. When compared against the *Core Values Nature* of all the members, we will often discover that the first order of business is to shift tasks around among the existing members, or if we have a large company, to trade team members with other departments.

Development of Personnel
is the Path to Corporate Success

If every business problem is a people problem, as has been proposed, then the only effective path to business success is the development of people. This can be done in two ways.

First, attract and hire good quality people. Put every person in the right seat, doing the right work. This sounds easy and sounds like an end in itself, but I have found that hiring one good person is a significant challenge.

Hiring two good people who have the necessary skills and who work well together is another challenge altogether, something like winning the lottery every time it occurs.

This is why we developed the *Taylor Protocols* and our new *Employment Pre-Selection Science*™ (EPSS™).

One of my clients continuously recites quotations from business gurus who recommend such things as:

> *"If they can't do the job, find someone who can."*
> *"Turn your people over at least once a year. It's good for business."*

The reality is that managers who tend to function under these kinds of assumptions are themselves generally ineffective.

Conclusion

Business managers have to manage every resource within their grasp in order to survive, in order to grow personally and build strong businesses. We tend to be adequate cash managers, inventory builders, customers and market managers, and production managers.

When it comes to people management, we often throw up our hands in disbelief and frustration, or give the ill-considered command, "If you can't get it done, I'll hire someone who can."

Trouble in business begins with the hiring process, which is based on published resumes listing a person's own perception of job skills, desired opportunity, and work history. This hiring process will seldom accurately reveal even a potential employee's personality traits, innate leadership strategies, or their style of thinking.

Personality and psychological tests to uncover this kind of information are fraught with problems of false positive results, inconsistency, and low reliability. Because of the obvious context of various questions the person is able to understand what the question is trying to discover and then decide just how self-disclosing they are willing to be.

Hire the person you want and need the first time and save money, time, and emotional stress. In order to manage your human resources, you must know your human resources. Success in business depends on it.

APPENDIX

To order additional copies of this book or other materials contact:

> Manager
> *Taylor Protocols*, *Inc.*
> 16400 Southcenter Parkway, Suite 407
> Tukwila, WA 98188
> (206) 283-8144 or toll free 1-877-355-8229

Or you can purchase these products through our website www.TaylorProtocols.com.

Contact *Taylor Protocols* at the address above to obtain information regarding the following opportunities:

Seminars

> Seminars are available for groups of all sizes and they can be custom designed for your purposes. Please contact us to discuss your specific requirements.

Group and Individual Assessments

> Intensive Assessments for Individuals, Departments, and Companies
> Training Sessions for Facilitators

Although the principles of the *Core Values Index*™ are relatively straightforward, the application of these precepts can be confusing and difficult at times. It is important for people who are going to administer these tests to fully understand the limits and the range of applications intended. Training sessions may be provided at the offices of *Taylor Protocols*, *Inc.* in Seattle, address and phone listed above; or we will be happy to come out to your facility, if you like.

Opportunities for Authorized Dealers and Value Added Resellers

> Lynn E. Taylor, the author of the *Core Values Index*™ and this handbook, is presently developing and training additional dealers/trainers. If you are interested in the Value Added Reseller (VAR) program, contact Lynn E. Taylor at the offices of *Taylor Protocols* listed above.

Taylor Protocols offers a full range of additional management training and consulting services. For additional information regarding ways to utilize the *Core Values Index*™, or for seminars and intensive training sessions, contact: *Taylor Protocols*, *Inc.* at the above address.

About the Author

Lynn Ellsworth Taylor is President of *Taylor Protocols*, *Inc.*, a professional business and human capital management firm in Seattle, Washington. He developed the *Core Values Index*™ out of his need to hire the right people for the right jobs. He wanted to better understand, manage, train, coach, and motivate the people he was serving.

In the early 1980s Taylor worked with Dr. Ed Geiger to develop the first non-invasive cardiac output computer. This work required Taylor to help create algorithms for pattern-recognition and pattern-matching. In 1983, Taylor applied his algorithm knowledge to speech technology, creating the first IBM PC-compatible speech recognition system.

Frustrated with other tests that claimed to improve hiring and give insight into someone's personality, Taylor set off on a 15-year mission to perfect an instrument that could accurately measure the innate unchanging capacity of individuals to make certain kinds of contributions. He created a highly reliable 10minute assessment that reveals a person's innate, unchanging *Core Values Nature*™.

In 1998 he began using the CVI™ and his diagnostic algorithms to develop *Top Performer Profiles*, the central technology of his new *Employment Pre-Selection Sciences*™. The accuracy of the tool and effectiveness of the sciences have allowed hundreds of companies to achieve extraordinary growth in the top and bottom line, simultaneously helping individuals find their place of highest and best contribution.