

# Performance Profile

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This questionnaire is a self-assessment to profile your relational skills. **There are no right or wrong answers.** No one skill set is given greater value than another. There are, instead, judgments you are making about your abilities that draw a picture of your relational skills. Be as honest as you can. If you are not sure, make your best guess.

Please note that you will be asked to make three choices related to the same theme. The theme is stated as a question and then you have three choices to make between an option marked "a" and an option marked "b". You circle the number and letter to the left of your choice. What is unusual about this questionnaire is that each option is repeated twice within the three choices that share the same theme. We will discuss this unusual way of organizing questions below in Week One. Here is an example:

## Sample Question

**What motto would you choose for your softball team?**

100a Fight for Victory	or	100b Play Smart
101a Play Smart	or	101b Enjoy the Game
102a Enjoy the Game	or	102b Fight for Victory

*(Actually circle the options as indicated below)*

Each of the three options: 1) "Fight for Victory", 2) "Play Smart" and 3) "Enjoy the Game" are repeated twice. In the sample, we chose 100b "Play Smart" over 100a "Fight for Victory"; 101b "Enjoy the Game" over 101a "Play Smart"; and 102a "Enjoy the Game" over 102b "Fight for Victory".

Because this format is unusual, it may take a little getting used to. You may find that you are more comfortable reading the whole group of options before you make any choices. On the other hand, you may feel more comfortable making your choice as the options appear. However you decide to work, all questions must be answered for the profile to be as useful as possible. You will never be asked to repeat a choice between the same two options. Try answering this sample question for yourself.

**What motto would you choose for your softball team?**

- |                        |    |                        |
|------------------------|----|------------------------|
| 100a Fight for Victory | or | 100b Play Smart        |
| 101a Play Smart        | or | 101b Enjoy the Game    |
| 102a Enjoy the Game    | or | 102b Fight for Victory |

**Now try answering a second sample.**

**As a motto for your life would you choose?**

- |                       |    |                              |
|-----------------------|----|------------------------------|
| 103a Go with the flow | or | 103b Fight for what you want |
|-----------------------|----|------------------------------|

- 104a Fight for what you want      or      104b Learn from tradition  
105a Learn from tradition      or      105b Go with the flow

**Please begin the questionnaire**

**As a detective would you be better at**

- 1a finding evidence of the crime      or      1b figuring out who is guilty  
2a reading a suspect's mood      or      2b finding evidence of the  
crime  
3a figuring out who is guilty      or      3b reading a suspect's  
mood

**You are on a team taking over a company that prepares gift baskets for corporate clients. Do you think you will be better at**

- 4a taking care of the books      or      4b customer relations  
5a customer relations      or      5b preparing the baskets  
6a preparing the baskets      or      6b taking care of the books

**Your team is dividing up tasks. Do you think you would be better at**

- 7a analyzing a problem      or      7b imagining a creative solution  
8a imagining a creative solution      or      8b applying a creative solution

9a applying a creative solution      or      9b analyzing a problem

**In negotiations that you take part in, are you better at**

10a inventing options      or      10b focusing on people's interests

11a using objective standards      or      11b inventing options

12a focusing on people's interests or      12b using objective standards

**Are you better at**

13a institutionalizing change      or      13b initiating change

14a initiating change      or      14b resisting change

15a resisting change      or      15b institutionalizing change

**Do you consider yourself better at**

16a discussing facts      or      16b discussing overall patterns

17a discussing possibilities      or      17b discussing facts

18a discussing overall patterns      or      18b discussing possibilities

**In conversation, do you think you are better at**

- |                              |    |                              |
|------------------------------|----|------------------------------|
| 19a initiating a discussion  | or | 19b playing devil's advocate |
| 20a playing devil's advocate | or | 20b mediating a discussion   |
| 21a mediating a discussion   | or | 21b initiating a discussion  |

**If you were asked to resolve a conflict where both sides seemed near right and were of equal strength, would your best effort be to**

- |                               |    |                               |
|-------------------------------|----|-------------------------------|
| 22a flip a coin               | or | 22b suggest arm wrestling     |
| 23a suggest arm wrestling     | or | 23b reason about the conflict |
| 24a reason about the conflict | or | 24b flip a coin               |

**Your amateur theater group is casting the Marx Brothers. Would you give a better performance as**

- |                              |    |                              |
|------------------------------|----|------------------------------|
| 25a the "reasonable" Groucho | or | 25b the emotional Harpo      |
| 26a the troublemaker Chico   | or | 26b the "reasonable" Groucho |
| 27a the emotional Harpo      | or | 27b the troublemaker Chico   |

**In an amateur theater company, do you think you would be better**

- |                        |    |                        |
|------------------------|----|------------------------|
| 28a Doing the Lighting | or | 28b Directing          |
| 29a Acting             | or | 29b Doing the Lighting |
| 30a Directing          | or | 30b Acting             |

**Do you think you could write a better story about**

- |                 |    |                 |
|-----------------|----|-----------------|
| 31a the past    | or | 31b the future  |
| 32a the future  | or | 32b the present |
| 33a the present | or | 33b the past    |

**As a camp counselor for young children would you be better at**

- |                               |    |                               |
|-------------------------------|----|-------------------------------|
| 34a playing with the children | or | 34b disciplining the children |
| 35a organizing the activities | or | 35b playing with the children |
| 36a disciplining the children | or | 36b organizing the activities |

**In helping a friend move into a new apartment would you be better at**

- |                                 |    |                                 |
|---------------------------------|----|---------------------------------|
| 37a moving the furniture in     | or | 37b arranging the furniture     |
| 38a picking colors for painting | or | 38b moving the furniture in     |
| 39a arranging the furniture     | or | 39b picking colors for painting |

**If you were a movie critic, do you think you would do a better job analyzing**

- |                          |    |                          |
|--------------------------|----|--------------------------|
| 40a close-ups of faces   | or | 40b the action sequences |
| 41a the action sequences | or | 41b the overall plot     |
| 42a the overall plot     | or | 42b close-ups of faces   |

**You have just been in a minor auto accident. Nobody is hurt. Do you think you would be more articulate about**

- |                               |    |                               |
|-------------------------------|----|-------------------------------|
| 43a the facts of the accident | or | 43b who was at fault          |
| 44a who was at fault          | or | 44b your feelings             |
| 45a your feelings             | or | 45b the facts of the accident |

**If you could live forever, which role do you think you would perform better?**

- |                   |    |                   |
|-------------------|----|-------------------|
| 46a a child       | or | 46b a parent      |
| 47a a parent      | or | 47b a grandparent |
| 48a a grandparent | or | 48b a child       |

## KEY to Scoring:

Circle the answers you gave in the lists below.

<b>1st Skill Set</b>	<b>2nd Skill Set</b>	<b>3rd Skill Set</b>
	1a	1b
2a		2b
3b		3a
	4a	4b
5b		5a
6a	6b	
7b	7a	
8a		8b
	9b	9a
10a	10b	
11b		11a
	12a	12b
13b		13a
14a	14b	
15a		15b
	16a	16b
17a	17b	
18b		18a
19a	19b	
	20a	20b
21b		21a
22a	22b	

1st Skill Set

2nd Skill Set

3rd Skill Set

	23a	23b
24b		24a
25b		25a
	26a	26b
27a	27b	
	28a	28b
29a	29b	
30b		30a
	31a	31b
32b		32a
33a	33b	
34a	34b	
35b		35a
	36a	36b
	37a	37b
38a	38b	
39b		39a
40a	40b	
	41a	41b
	42b	42a
	43a	43b
44b		44a
45a		45b
46a	46b	
	47a	47b
48b		48a

**Add up the number of circles in each skill set.**

1st Skill Set      Multiply by 2      \_\_\_\_\_

2nd Skill Set      Multiple by 2      \_\_\_\_\_

3rd Skill Set      Multiply by 2      \_\_\_\_\_

**Totals**

1st Set \_\_\_\_\_ %      2nd Set \_\_\_\_\_ %      3rd Set \_\_\_\_\_ %

In this profile no one set of skills can have more that 64 %. Notice that the total percentage adds up to 96%, not 100%. You can add the remaining 4% to the set you think most appropriate after reading the following interpretation of the three different generic skill sets.

## Interpretation

Your self-assessment shows that you have developed a certain ratio among three very generic relational skill sets. Most likely, you will score highest in one of the three skill areas. Let us look at what it means to score high in any one of these skill sets.

**A high score in the first skill set** indicates that your sensitivities and intelligence **is** strongest when paying attention to the qualities; qualities such as the mood that shows on someone's face. You like to initiate things and have a fresh imagination for inventing options. You can immerse yourself in the present like a child. You can enjoy art. You are creative and like to work with possibilities. You like spontaneity and freedom. It is relatively easy for you to be yourself and do your own thing without much regard for what others think.

**A high score in the second skill set** indicates that you are very capable of maintaining a focus on your own interests. You are not afraid to respond to others. You can command the facts and fight for what you want. Working with others, you can tackle problems and get things done. Specific tasks are easy for you. You have a good memory and a sense of detail. You can be forceful and play the devil's advocate very well.

**A high score in the third skill set** indicates that your mind does very well with figuring out patterns of relationships. While you can learn from tradition, you can also organize yourself for the future and apply creative ideas. You can see the whole relational picture and are interested in

patterns, laws, habits and context. You like to pay attention to how people are interpreting what you say. You are a capable mediator. You are good at "if...then" thinking.

Take a minute and complete your profile by adding your remaining 4% to the skill set or sets you think appropriate.

### **Final Percentage**

First Set        \_\_\_\_\_ %

Second Set     \_\_\_\_\_ %

Third Set       \_\_\_\_\_ %

**You might deepen your understanding of how these three skill sets operate in your life by making lists of how these skill sets play a part in your experience.**

1) List experiences in which your strongest skill set has worked for you.

2) list experiences in which your most unpracticed skill set has worked against you.

3) List experiences in which you have used the remaining skill set.

Rarely will people show a perfect balance of all three skills at 32% each. Nor is that necessarily desirable. Our aptitudes and experience lead most of us to develop a strongest skill area, a next strongest and an unpracticed set -- appropriate to our lives. For example, someone may show 34% in the third set, 12% in the second set and 50% in the first skill set. This means that

while that person has given 34% of his or her energy to successfully developing skills, such as if...then reasoning, in the third set, he or she is unpracticed in dealing with the actual world, 12%, and strong in dealing with the intuitive realm of skills in the first set, 50%.

In Threeing, participants take turns playing three roles based on these three skill sets. By taking turns they can learn from each other and complement each others' strengths. Each person increases her ability to perform in all three skill sets.