



Print® Apps - using Print® to improve individual and organizational performance and productivity

Print® is a leading edge system of knowledge and practical tools. It has a broad range of applicability, with tremendous value added potential. Print plays a significant role in helping organizations address and overcome many of their age old challenges, including:

- developing a top flight management team that really knows how to motivate their people to bring out their best
- creating competent supervision that communicates and manages with confidence, compassion and skill
- building high performance teams, built on trust, able to capitalize on the contributions of individuals, as well as the team's collective strengths and adept at averting interpersonal conflict and frustration
- generating a highly productive workforce that is driven by self awareness, professional growth, and personal accountability
- recruiting and retaining excellent talent where fit is optimized, people feel fulfilled, productive and attuned to their natural abilities and passions
- establishing a culture that balances the needs of its stakeholders, stays true to its mission, and is able to be mindful and supportive, yet productive and profitable, all at the same time

Additionally, Print plays a vital role in determining how smoothly a strategic planning process flows, how easily a new policy or system is adopted, how creatively a design group innovates, how easily an organization adapts to change, or how skillfully a sales professional influences and closes a deal. These applications, and many others like these, illustrate the enormous potential that Print can have on the successful functioning of an organization.

Before we list all the ways that Print can be introduced into an organization, we should first define what Print is. Print is a model of human motivations and behavior. Our Print determines our view of the world – why we do what we do, why we are who we are. Print explains how we react and how we relate. It is at the core of what motivates us – what gets us excited and what drives us crazy. Print accounts for the strategies we choose to get what we want. And it is responsible for our challenges. Print provides enormous insight and understanding not only into ourselves, but into others as well – why they do what they do, think what they think and feel what they feel.

There are 72 Prints, each with their own perspectives and behaviors. No Print is better than any other Print. Each Print possesses its own natural gifts and contributions (Best Self) and its own potential barriers and obstacles (Shadow). Each Print also has its own set of “Triggers” that can propel it into Shadow. It is up to the individual to decide if they want to spend more time in their Best Self mode and reduce their Shadow behavior. Studies have shown that a correlation exists between Best Self and performance.



Each of the 72 Prints has its own motivators, view of the world, things they are attracted to and things they seek to avoid. And since each Print operates at its own frequency, by learning to tune into other Prints, one can connect with people on **their** frequency and communicate with them, influence them, and relate to them in a way that might not have been possible before.

Simply put, the more people understand what motivates the people they are managing, working with, teaming with, communicating with....the more they can comprehend how others think, make decisions, see the world – the very things that Print tells them – the better their interactions will be and the more success they will experience in their outcomes.

There are various ways that Print® can be introduced into an organization.

Print® Survey – The validated, proprietary on-line instrument that accurately identifies a person's Print, as determined by a dynamic set of questions; meaning that everyone gets a different survey based on how they answer the questions. The Print survey takes about 10-15 minutes to complete, can be accessed 24/7 and generates, within seconds of completing the survey, an easy to read, 2-4 page Print write-up that is emailed to the respondent, the coach, the recruiter, or any other designated individual.

Overview of Print® – Group based learning and discussion of Print concepts, focusing on how Print can be used individually and by a group, whether a group is an existing team, a collection of individuals with a common goal, people with similar responsibilities, a task force, or simply a room full of individuals from the same organization. Discussions center on the contributions, strategies, Unconscious Motivators, Best Self behaviors, and potential Shadow attributes of the different Prints. Builds a working understanding of how the different Prints think, feel and act....and why. Answers a lot of questions and brings great clarity to what people have observed in themselves and others they come into contact and work with. This module serves as the foundation for future learning and application.

Print®, Print® Triggers and Trigger avoidance – whether we are talking about teammates, managers and their staff, a collection of coworkers, or company employees and their customers, when people have to work together in a functional capacity, there is always the opportunity for conflict, frustration, miscommunication and misunderstanding – the inevitable outcome of people seeing things from their own Print perspective and assigning intent without understanding where other people are coming from. This is probably the most obvious with Triggers – those things that people say or do, and how they say or do them, that have the potential to irritate, even alienate others if they go unchecked. Interestingly, Triggers are predictable – there is a finite set of possible Triggers for each Print. By understanding one's own Print Triggers, and learning what has the potential to trigger others (their Print's list of Triggers) is the primary objective of this module. Which sets the stage for the module's second objective, learning Trigger avoidance strategies to minimize conflict and frustration and maximize performance and productivity, especially under pressure and stress. Furthermore, if one's buttons unfortunately do get pushed, techniques for recovering quickly are also shared.



During this module, participants use their personalized **Print® Trigger Report** to share which Triggers on their list affect them the most and why. Following this discussion, participants begin working on specific Trigger Avoidance strategies to improve key relationships. Participants also have an opportunity to replay past scenarios and prepare for upcoming encounters where Triggers did or in the future could undermine communication and performance. The practical nature of this module underscores the real world applications of Print, as witnessed in participant discussions and personal action plans.

Print® and Optimizing Team Performance – emphasis is on improving communication, instilling greater trust and helping team members better understand and appreciate one another’s capabilities and perspectives. New awareness and practical tools are introduced, aimed at improving interpersonal relations and developing more effective ways to “deliver our messages” based on Print. The result is a team that is better positioned to meet its objectives and perform at its peak. A graphical analysis of a team’s collective strengths and possible blind spots, based on the distribution of Print influences (a weighted average formula that factors in the Major and Minor Patterns represented) is a crucial aspect of this module. The report that provides this analysis is called the **Print® Team Diagnostic Report**. Discussion of this customized team report is one of the more valuable and eye opening aspects of this module – true ah-ha moments are not uncommon. With the guidance of an experienced coach/facilitator, the group discusses how their unique collection of Prints makes decisions, processes information, prioritizes, etc. which leads them to naturally evaluate the gaps that may exist in the team’s functioning.

Print® and Recruiting – Prints are invaluable during the recruiting and placement process. Knowing a candidate’s Print – their positive attributes as well as the areas that could benefit from growth and development, their view of the world, their work style, their behavior under stress, what motivates them, what they are naturally good at and where they might encounter some difficulties, what irritates them, and what they most likely seek to avoid.... this composite picture of a person offers an interviewer vital insight into an individual being considered for hire. Using specialized interviewing techniques unique to Prints, a candidate’s natural and adaptive styles are revealed, critical information that only a deeper set of customized Print related questions could uncover. In other words, Print specific interview questions provide essential clues to how well a candidate is able to stay in Best Self and not reveal his or her Shadow traits, under a variety of conditions and circumstances. Knowing the characteristics of the position, the Print of a potential hire and that of the people they will be working with, particularly an immediate manager, is equally as beneficial, as it offers predictive information about compatibility and fit.

Print® and Career Selection – Based on Print, certain career choices, job qualities and organizational environments are more in sync with a person’s inherent motivators and strengths than others. In order to thrive and be most passionate about one’s work, people are best advised to fully understand what their particular Print (both Major and Minor components) needs to be satisfied, fulfilled and motivated. Situations that speak directly to a person’s Print desires, as well as those that help them stay clear of what they naturally seek to avoid, are more likely to engender positive outcomes. It is under these conditions that most people can operate on “all cylinders” and perform at their best.



Print® and Motivation – It is common practice for people to naturally relate to others in the context of how they like to be related to. However, Print teaches us that there is danger in this practice – we fail to tap into the underlying motivations of an individual that drive his or her feelings and actions. Which makes it more likely for things to go awry and people to not feel inspired; hence they may not perform at peak. On the other hand, when managers can truly step into other’s shoes – as they can with Print – they are able to do things and say things in ways that bring about the best possible outcomes - they learn about words they should use and not use to bring out another’s best. They learn how to better match task assignments to Print, making things more meaningful for a recipient. And they learn how to better tie recognition to the objectives and needs of a particular Print, to name a few. The objective of this module is to improve the motivational capabilities of managers through the understanding of Print. This is accomplished through hands on exercises in which participants connect a series of key motivational strategies with the particular Prints that respond best to each strategy. Personal guidance is also provided to help refine these strategies for the particular members of a manager’s team as well as what a manager can do to help keep his or her team in Best Self.

Print® Best Self and Shadow Feedback with The Best Self Survey – This 360° feedback mechanism collects and aggregates how frequently an individual is perceived to be in Best Self or Shadow. 50 Print-specific Best Self and Shadow behaviors are evaluated anonymously and confidentially by a person’s direct reports, peers and manager(s). There are actually different surveys for each Print, each with survey consisting of 50 behaviors to be evaluated that are specific to that Print. After a self-assessment is filled out for comparative purposes, an individual receives a confidential report with the composite responses. The Best Self Survey helps people identify where they should focus their personal improvement efforts, while also tracking their progress. Team, department, location and/or overall organization composite reports are also available to supplement individual feedback. Interpreting the results of the Best Self Survey is facilitated by a trained behavioral consultant/coach.

Print® and Impact Awareness of Shadow Behavior – This module utilizes the **Shadow Play exercise** to illustrate the differences between Best Self behavior and Shadow behavior using private visualizations, free-flow drawing, and brainstorming. This creative exercise drives home the notion that Best Self behavior has a positive affect and Shadow Behavior comes with a high cost. Includes both individual and group work.

Print® and Myth Busting – Every Shadow Behavior has an underlying myth that perpetuates and reinforces it. To make inroads in reducing Shadow behavior, the underlying myth must first be identified and its negative impact acknowledged. A guided on line tutorial helps individuals not only identify the myths that underlie their Shadow behaviors, but helps them recognize the self fulfilling prophecies that are associated with their myths, providing the motivation to explode them wide open.

Print® Shadow Reduction and Repatterning – Repatterning Statements and Visualizations help release and replace an obsolete myth. They accomplish this through their key role in altering neurosignatures (brain chemical patterns), which ultimately help to modify behavior.



The goal of Repatterning and Visualization is to change brain chemical patterns that lock in and reinforce Shadow behavior and replace them with patterns that reinforce Best Self. A **Repatterning Audiotape** walks an individual through the steps to “repattern” Shadow behavior and replace it with Best Self Behavior.

Print® and the Shadow FreeSM Tool Kit – a series of simple yet powerful tools to help reduce, resist and recover from Shadow behavior. There are tools to help prepare for a possible “Shadow encounter”, tools for resisting and extricating from a Shadow situation as well as tools for recovering from a Shadow interaction. The Shadow FreeSM Tool Kit includes the Parasympathetic Activation Technique (PAT), Alternative Explanations, Purpose Strategy, 4-7-8 breathing, Focused Relaxation, Reframing (Naikon technique), 10 Reminders For Becoming More Shadow Free, Music Zapper, Going To Neutral, Meditation visualization (Front room/back room), “On the Ceiling” technique.

Print® and Personal Productivity – Shadow Reduction generates the clean slate on which more positive and more productive patterns can be built. And each Print has its own set of strategies and actions that can lead to more productive outcomes – strategies and actions that indicate that each Print is functioning at its best. The focus of this module is to explore specific strategies that each Print can employ to be more personally productive. Things that might stand in the way of successfully adopting these strategies are also addressed. Each Print’s unique Productivity Strategies are designed to help people reach their maximum potential, enhance the value of their contributions, increase their job satisfaction, and create more rewarding relationships.

Print® and Managing Change: Overcoming Change Traps – Each Print has its own unique perceptions of change and its own reason to resist it in certain circumstances. The blockages are often subconscious and may appear irrational to others. Oddly enough, they make perfect sense to the Print! If it is desired for people to accept, adapt to and even embrace change, there must be an appreciation for these differing perceptions and blockages, which we call Change Traps. Only then can people’s myths about change be addressed and Print-specific tools and strategies be applied to move beyond these limiting beliefs. Furthermore, to fully embrace change, one must be able to keep a positive outlook even when things are out of their control, another how-to component of this module.

Print® and Innovation: Conquering Thinking Traps – Print impacts innovation and creativity in an organization. But being able to identify and analyze the natural blocks and enhancers that each Print has to creative thinking, and then understanding why these exist, puts any organization at an advantage. This is without question, a major first step to boosting people’s creative abilities and helping them develop a more robust “out of the box” mentality. Print specific action plans, determined to help people conquer their personal Thinking Traps, are generated during this module.

Print® and Sales Effectiveness – The more a sales professional knows about what motivates a prospect, the more they understand how another thinks, how they see the world, what they seek to avoid – the very things that Print tells them – the more effectively they can tailor their



sales approach to achieve more predictable and more desirable outcomes. It's true. Not every Print hears the same message or responds the same way to information provided to them. Each extracts what they want from a dialogue, a presentation, a collateral sales piece, in accordance with their Unconscious Motivator and their particular view of the world – their Print – which influences their priorities, their values, and the decisions they make. The good news? Most behavior is predictable if Print is known, so it can be anticipated and planned for. Which clearly bolsters one's ability to sell effectively. At the very least, objections and questions can be anticipated and thought through in advance. Honing in on a person's Print helps elicit the fullest participation from a potential customer, and puts the one doing the selling at the greatest advantage. Additionally, sales professionals need to learn about and understand their own Print, so they can improve their own personal selling strategies. By recognizing the innate strengths of their Print, and the natural obstacles that most people with their Print encounter, they can begin the process of eliminating the very things that could be holding them back.

Print® and Planning – Print plays an important role in the successful design and implementation of plans and projects. Print specific barriers to effective planning can derail any process if left unattended. Which makes it crucial for a planning team to know ahead of time what its challenges are going to be, as indicated by the planning team's Print composition and how the people on the team approach things, how they process information, make decisions, set timetables, establish priorities. Those Print attributes necessary for effective planning (Enhancers) should be strengthened beforehand, while practical ways to minimize limitations (Blockages) need to also be addressed. The task of dealing with Blockages is easier and less emotional when it is done in the context of Print. The objective is to plan for the planning, so the process doesn't keep the team from getting to the goal.

Print® and Leading Out of One's Comfort Zone – The Six Leadership ActionsSM are a set of behaviors that if practiced regularly enhance leadership skills and interpersonal dynamics. However, certain Leadership Actions come more easily and more naturally to some people than others. And the reason has to do with their Print. By analyzing Leadership Actions from the perspective of Print, people gain insight into why they are comfortable with certain behaviors, while they may struggle carrying out other necessary actions. Direct feedback on a leader/manager's perceived leadership proficiency is provided (see Management Excellence Survey below). This leads directly to the development of strategies and prescriptions to overcome barriers to the successful development of core leadership competencies, again using Print as the framework for analysis. An easy to read handbook of practical suggestions and quick reminders, called "Creating a Positive Environment Through the Six Leadership Actions" is available to support this module.

Print®, The Six Leadership ActionsSM and The Management Excellence SurveySM – The Paul Hertz Group's Management ExcellenceSM Survey is a statistically validated assessment that provides individuals with candid feedback on their interpersonal skills and leadership style, as perceived by the people that work for them and with them. The Management ExcellenceSM Survey is built on a solid foundation of six simple, yet powerful behavioral



actions that people must practice if they are to maximize employee contribution, inspire excellent communication, build trust, facilitate teamwork and successfully coach others to stretch their performance potential – The Six Leadership ActionsSM. Survey results are provided to individuals in an easy-to-understand graphical format. The organization is provided with aggregated results sorted by location, function, department, level, team or an infinite number of other possibilities. The Management ExcellenceSM Survey has distinct and unique advantages associated with its simplicity (Six actions that are manageable and easy to action plan around), cost effectiveness, and confidentiality. This module can be an independent stand-alone or integrated with Print®.

Print® and Dealing with Difficult People – By grouping people into descriptive categories around their difficult (Shadow) behavior, it becomes easier for other people to know how to approach them and work with them when they are in this state. Five categories and the Prints that make up these categories are described, along with their behaviors, the why’s behind their behaviors and other people’s typical responses to the Shadow behavior that these difficult people tend to exhibit. Strategies are developed and tailored role plays are used to demonstrate how to deal with “difficult people”, using Print as the centerpiece of the discussion.

Print® and Enhanced Supervisory Skills – The “Effective Supervisory Zone” is the place where most people in supervisory positions can best coach, guide, communicate and offer feedback. Consequently, finding the delicate balance between creating and maintaining essential “task” boundaries and employing good people skills such as empathy and support is tantamount. This ideal “zone” can present very real challenges for every Print, as they all excel at some aspects while they may be stretched by others. This module emphasizes how to give negative feedback and take appropriate corrective action while staying in Best Self and not allowing one’s Shadow temptations to take over – where people can sometimes become either too permissive, too neglectful or too domineering, depending on their Print.

Print®, Work Environment and the Work Environment Survey – organizations that are acutely aware that one of their most important investments is their work force, place great value on monitoring and improving their organizational climate – in an attempt to keep the overall health of the organization at its best. The Paul Hertz Group's Work Environment Survey provides a mechanism to identify and monitor the attitudes and needs of employees. Statistically validated, the survey measures employee attitudes toward their job and the organization as a whole, providing candid feedback to the organization on fifteen critical categories considered to be defining elements of organizational climate health. Taken collectively, the data offers an overall understanding of employee satisfaction and provides the foundation for generating practical and positive change in an organization’s climate. The Paul Hertz Group Work Environment Survey is designed to assess the degree to which employees feel challenged by their work, find their tasks interesting and worthwhile, and find their relationships with managers and co-workers satisfying and cooperative in nature. Because employee expectations of a productive and rewarding workday extend beyond simply receiving their pay, the questions also allow employees to share perceptions anonymously on their ability to bring about change and foster a working environment that is more productive, builds mutual trust and encourages creativity and increased participation in decision-making.

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Employees also lend input to such relevant issues as their satisfaction with adequacy of compensation, the makeup of their benefits package, efficiency of the organization's operations, job stability, work relations, and recognition for service to the organization. Profiles are provided to senior management and other relevant personnel and action plans are developed. Once again, the distinctive benefit of this instrument and how it is analyzed and processed – what makes it unique - is that it is set in the context of Print. The naturally occurring Print enhancers and barriers to making positive change, on the part of management, are identified and addressed.