

Industry coaching veteran Rich Campe of ProAdvisor Coach details the three dimensions of understanding needed to leverage change in motivating employees toward peak performance.

ASSESSING BEHAVIOR IN 3 DIMENSIONS

by Rich Campe



In the business place, when it comes to improving employee performance, it's not enough to know "what?" and "how?" It's more important to know, "why?"

And knowing "why?" is as simple as 1,2,3 ... dimensions that is.

“3-dimensional assessments allow you to look at an employee from three distinctive points of view, allowing you the deepest possible understanding of his or her behavior in the workplace.”

We are constantly making choices in our lives—choices based on the things we value. From your spouse to your house, from your car to your cat, these choices are often different between us, and are usually made based on a spectrum of factors that may or may not be readily apparent to us. You might say, that as individuals, we are “full of values.”

The world, on the other hand, is “full of facts” which become the foundation for our values. There would be no value if not for this real, tangible, factual world.

At first, this assigning of values may sound very arbitrary and individual, but quite to the contrary, there is an ordering system of how we make these facts meaningful and it’s called “axiology.”

In the 1940s, philosopher Dr. Robert Hartman discovered the existence of a value intelligence which provides the foundation for formal axiology. We’re all born with it and it operates through all living contexts, regardless of culture, race, age or genders. More importantly, this value intelligence affects how we act, via the following cause/effect relationships:

- thinking drives decision-making
- decision-making drives behavior/action
- behavior/action drives habits
- habits drive success or failure

You can see, then, that it’s our value intelligence that is constantly choosing our next action, because all of our actions are a direct result of our thinking, which happens in three different value dimensions: intrinsic, extrinsic and systemic.

Understanding a person completely means understanding all three dimensions and their relationship with one another. That’s where the true power lies, and it’s a power that, when used in the corporate environment, can be used for:

- discovering the strengths and weaknesses of associates and potential employees
- identifying areas where additional training may be needed
- building work teams and groups
- measuring group morale and spirit
- determining suitability for promotions and job reallocations



The first value dimension (intrinsic value), describes the value of the person’s uniqueness.

- retaining existing employees and hiring people who are likely to stay in their jobs, thus cutting down significantly on replacement and training costs
- preventing accidents

THE FIRST DIMENSION: Intrinsic Value.

The first of three value dimensions is “intrinsic value.” Ultimately, it is a measure of how we value ourselves. It determines our ability to love and be intuitive.

Consider the pieces on a chess board. Each has a unique sense of movement. The pawns move only forward one space at a time, or attack at a 45° angle; the knights (the horses) move three spaces in a pattern like the capital letter “L”; the queen moves an unlimited number of spaces in any direction; and so on.

Each piece has an intrinsic value, in and of itself. Regardless of where it may move on the board, or what other pieces are on the board at any given time, each piece retains this intrinsic identity.

Intrinsic value is our sense of self and self-worth. It is subjective, we experience it directly and we access it by “listening to our hearts.” It is a measure of our capacity for excellence in relational judgement.

THE 2ND DIMENSION: Extrinsic Value.

The second of the three value dimensions is “extrinsic value.” It reflects our economic and social understanding and measures our capacity for excellence in tasks, projects and processes.

Again, let’s look back at the chess board and consider the King. His intrinsic value lies in moving one space at a time in any direction. His extrinsic value, on the other hand, lies in being the most crucial member of the team. After all, if the King is lost in battle, the game is over. If you were to lose only a pawn, the game would go on.

Extrinsic intelligence comes to us through action and experience. Experience helps us determine goodness in people, places and things, on either a macro (the whole person, place or thing) or micro (parts of the person, place or thing) level.

THE 3RD DIMENSION: Systemic Value.

The third value dimension is “systemic value.” It reflects the ability to perceive structures, systems of order, rules of engagement, etc. It measures capacity for strategic vision, long-range planning, implications and consequences.



The second value dimension (extrinsic value), describes the value of a person’s function or role.

One more time, let’s look at the chess board. This time, consider the two teams, how they interact with one another, the rules of the game, etc.

This value intelligence is accessed through analysis or judgement of relationships. Then after action and experience, what turns out to be most effective becomes a rule.

The third value dimension (systemic value), describes the value of the person's meaning and purpose.



LIVING IN 3D.

A 19th-century poet wrote, "No man is an island." This is especially true of value intelligence (remember, that's what guides our decision-making day-to-day.) If man were an island, we would only ever look at intrinsic value intelligence.

The truth is, all three of those dimensions lives together in our common life world, and our relationship to those three dimensions ebbs and flows through the day, all three guiding our decision-making.

Ultimately, to successful coaching strategies in the work place, it is crucial that the evaluation of each employee takes place in three dimensions (intrinsic, extrinsic and systemic.) Only then can you measure and leverage an employee's capacity in relationship to 1) themselves, 2) their co-workers, and 3) the rules and relationships in the workplace.

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Rich, an avid entrepreneur, with 18 years of international and domestic Sales and Sales Management experience, bestselling author and a graduate from North Central College in Naperville, IL with a double major in marketing and communications, Rich founded Rich Campe International, Corporate and Personal Coaching, which is now Rich Campe International / DBA ProAdvisorCoach. Rich is a serious entrepreneur who has started, owned and sold Verizon Cellular stores, Real-estate companies and nutritional companies, to name a few. Rich has served as a board member for SMU (Southern Methodist University) MBA mentor program and has been invited to speak at multiple business conferences where he has shared the stage with world and business leaders such as President George Bush Sr., Les Brown, Tony Robbins, Zig Ziglar and a host of other CEO's and influential leaders.

Rich graduated as a Certified Coach with Tony Robbins in 1991 and served as part of the original Jim Rohn International Coaching team for several years. Rich is a very successful business owner and entrepreneur; however, his real passion lies in helping people reach their true potential. ProAdvisorCoach clients include a host of companies such as... Bank of America, Woodbury Financial, Northwestern Mutual, AXA, Ameriprise, Hartford Financial, Planco and ING to name a few.

Rich has a clear passion for business entrepreneurialism that brings good fortune to all that he is involved with, and his passions don't stop at business. Rich is a Certified First Degree Black Belt in Martial Arts and a dedicated husband and father (wife Catherine, daughter Camden, and son Lawson). When he isn't chasing down opportunity, he can be found hanging with the family, who give dad a run for his money... biking, snowboarding, wakeboarding, golfing, hiking and running with their dog Chloe!