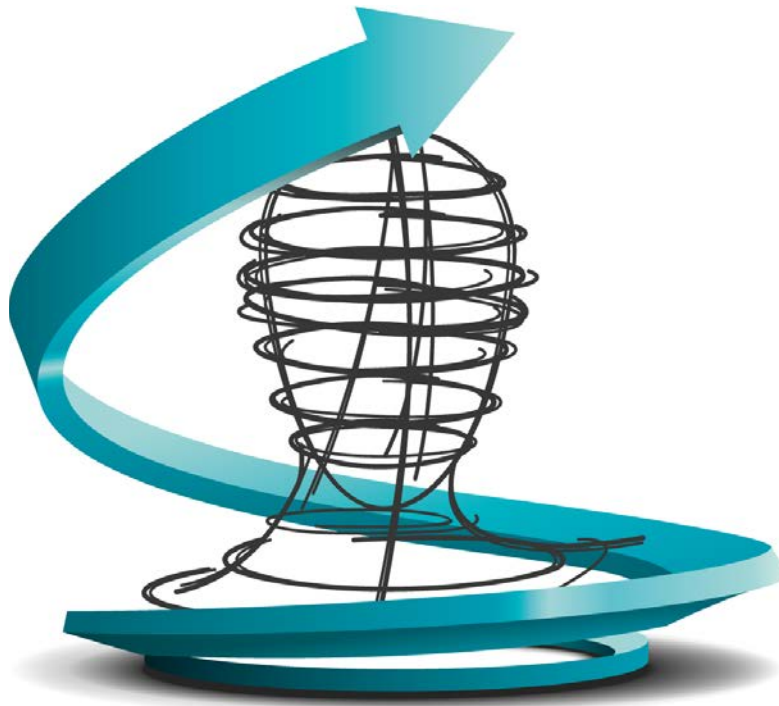


TRULY BE YOURSELF



INTRODUCTION TO CHARACTER ASSESSMENT RESULTS INTERPRETATION

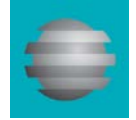


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I. INTRODUCTION

We strongly encourage you to read this summary in order to understand the main principles of the psychocybernetical approach to human character, which are significantly different from commonly used tests. Studying the entire introduction will allow you to fully understand the basics of psychocybernetical character diagnosis and the interpretation of results.

This information is the basic knowledge needed to properly understand your own character from a psychocybernetical point of view. When you have familiarized yourself with the material presented in the introduction you will be better able to understand the strengths and weaknesses of character in order to optimally manage and control your own life.

Below are three key points to keep in mind while reading and interpreting the results of the psychocybernetical character diagnosis.

First: Psychocybernetics does not distinguish between good or bad characters. Character is always good when a person:

1. Understands his or her own character
2. Accepts it
3. Acts in accordance with the requirements of his or her character, rather than fighting against personal preferences

Second: The psychocybernetical character diagnosis includes more than 500 parameters.

Those parameter combinations generate thousands of different solutions. For example, competencies in

biology, chemistry, and medicine point to an occupation in the medical profession specializing in biochemistry (e.g. cancer research). This is one of the most important points differentiating the psychocybernetical assessment from the commonly used tests in which one or two parameters are measured, providing results in four, eight, or sixteen categories. From the psychocybernetical point of view, a high number of parameters makes the character three-dimensional. This allows us to find optimal solutions to help a person achieve personal life goals, as well as full self-realization and happiness. The report contains only the major parameters that are most important for a particular individual. However, the interpretation can cover a much larger amount of parameters depending on the needs and direction of the diagnosis, e.g. career orientation, career development, sports performance or recruitment.

Third: An extremely low or high score is not explicitly good or bad.

Consider blood pressure as it relates to the functionality of the physical side of the human system. Neither high nor low blood pressure is desirable. Something in between is an ideal balance, which is slightly different for each person depending on other human subsystems that strive to balance the overall system. Stress, for instance, can throw a system out of balance by raising or lowering blood pressure.





II. PSYCHOCYBERNETICS

1. A System Approach to Optimal Performance

The purpose of this analysis is to provide a general overview of human character, to direct wise career choices, and to identify personal interests.

Assessing strengths and weaknesses prepares a good foundation for the understanding of a character type. Equipped with this knowledge, appropriate strategies and techniques may then be implemented for the purpose of optimizing personal performance throughout life.

The Optimax System provides practical direction and suggestions to improve interpersonal relationships and to enhance personal performance both at work and at home.

The identification of sources of stress, which may disable performance, is central to the Optimax System. By

focusing on the causes of the stress rather than its symptoms, the various techniques and strategies suggested are aimed at reducing and even eliminating performance-related stress.

This innovative method of character assessment and management is based on the Psychocybernetical Theory of Human Character of Prof. M. Mazur.

Please note: An attempt has been made to use words that are easily recognized by most people, while adhering to their precise psychocybernetical definitions. However, the terminology encountered herein does not always correlate perfectly with more familiar terms from psychology and it may be necessary to consult the glossary.





2. What is Psychocybernetics?

Cybernetics is the interdisciplinary science dealing with communication and control systems in living organisms, machines, and organizations. It is founded on principles of mathematics and logic. Encounters with different systems are common to everyday life (i.e. computer systems, educational system, traffic system, etc.). The term was derived from the Greek word *kybernetes* (“steersman” or “governor”). It was first applied in 1948 to the theory of control mechanisms by the American mathematician Norbert Wiener (1894-1964).

The human system ranks as the most complex of all systems by virtue of its ability to be self-directed. If the human system detects the presence of a fire, it will take measures to remove itself from the perilous situation and perhaps even protect others from the threat. If a computer system were to find itself in the same situation, it would likely be destroyed.

The science that delves into the complexity of the interactions within the human system is called psychocybernetics.

The father of psychocybernetics was Prof. Marian Mazur (1909 - 1983) of Poland. He published his Psychocybernetical Theory of Character, “Cybernetics Theory of Autonomous Systems” in 1966. Prof. Mazur lectured on cybernetics at the *École des Hautes Études en Sciences Social* (Sorbone) in Paris. He was a Consultant to the Artificial Intelligence division of the National Aeronautics and Space Administration (NASA) in the United States of America, and authored over 150 publications throughout his remarkable career.

Achieving and maintaining the highest levels of human performance hinges on establishing a balance within the components of the human system. The following example illustrates how it is the balance within the system, and not necessarily the strength of it, that determines its effectiveness.

Two cars are prepared to race. One is a new, top-of-the-line Ferrari with only three wheels. The other is a vintage car with four wheels. Which car would you predict would win the race? The old car would obviously win, simply because its four wheels give it balance, even though its engine is likely much weaker than the Ferrari’s.





III. LIFE PERFORMANCE

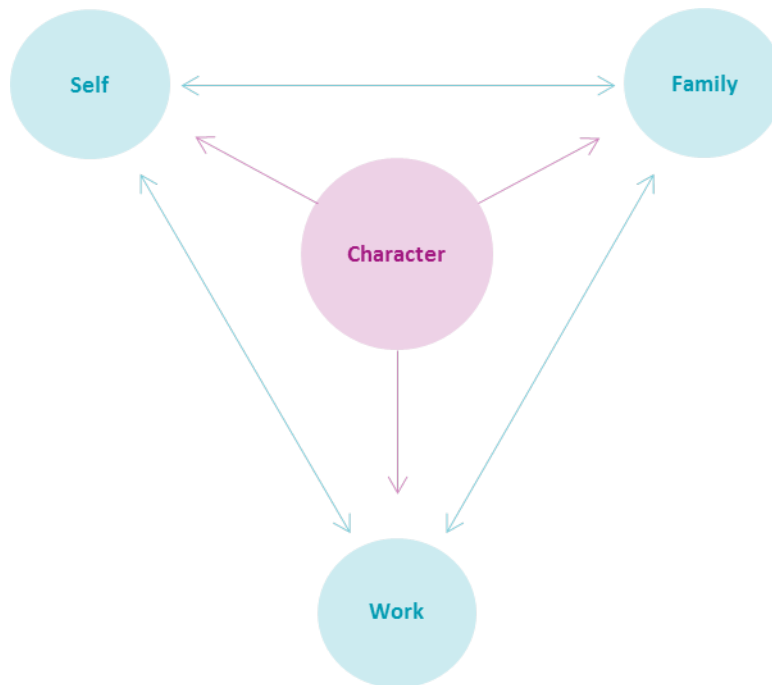


Fig. 1. Life Balance

There are three key elements of life - SELF, FAMILY and WORK (fig. 1). These three areas of life cover 24 hours of day-to-day activities. Each one of these three elements impacts on the others; a problem with one will affect the other two. We see this when imbalance in our work life impacts our family situation, or when a strained personal relationship causes problems at work.

Character impacts all three elements but contrary to popular belief, we do not build character, nor can we change character. What we can do is optimize all three areas under the condition that we understand our character. To understand our character we have to know our strengths and weaknesses, and to be able to identify and prioritize our passions.

What does it mean in practical life?

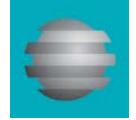
Choose right. Ensure you have the optimal:

1. **Work** - profession, company and/or management, partners and co-workers in the business

2. **Family** – unfortunately we don't have the option to choose our parents or kids and we cannot change their characters. The point is to optimize even bad relationships with the members of the family. We can, however, choose an optimal life partner
3. **Self** – diet, fitness activities, hobbies and friends who can stimulate us and contribute to living life to its fullest

Understanding why someone is unbalanced and what it will take to return to balance lowers that person's stress and allows him or her to resume peak performance. If we don't understand ourselves we can be pushed out of balance by the surrounding environment. The system will be out of balance if we choose the wrong:

1. Work - profession, job, and company
2. Family - life partner
3. Self - group of friends, or if we don't cultivate the hobbies for physical and psychological regeneration



The key to life success is to maintain a life balance.

Good understanding of life balance leads to the analogy of the stool with three legs. Each leg represents one of the balance components (work, family and self). To sit safely and comfortably we need a stool with three equally long legs. This is not about how long the legs are; this is about how even the legs are.



The most successful performers don't have all character parameters on the highest level. The strength in the performance comes from life balance. The gold medalists of the Olympic Games don't necessarily have high character parameters in all areas. They might be average everywhere. The power comes from proper life balance maintenance, which directs them to a top performance in the sports arena.

People's time and energies are divided amongst work, family, and self-based needs. When the individual invests too much energy in one dimension and neglects another, his or her life may get out of balance and become very stressful. For instance, performance will usually suffer if someone is too focused on their profession, to the point that they neglect their families and themselves.

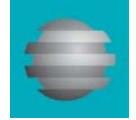
Very often, high performers in sports, music, or business, such as senior executives, can neglect families (they're in the high percentile of dysfunctional families), friends, and/or personal hobbies. The prediction is simple. It is as if they were sitting on a stool with one or two legs. It is only when they "fall down" that it manifests into psychological breakdowns, high blood pressure, heart attack, or other symptoms. This may happen because the stress is targeting the weakest part of the body.

The sports or business performance is a part of life performance not vice versa.



To be successful in choosing a profession, career, or occupation, and achieve happiness in private life, one has to obtain a balance among all three dimensions of work, family and self.

Using findings from the Identification of Character Assessment and the Balance Assessment, individuals can understand themselves and develop strategies to maintain balance and to improve their daily performance at work, home, and in personal activities.



IV. UNDERSTANDING CHARACTER

1. Character Structure

The human system is comprised of two subsystems: the physical and the psychocybernetical.

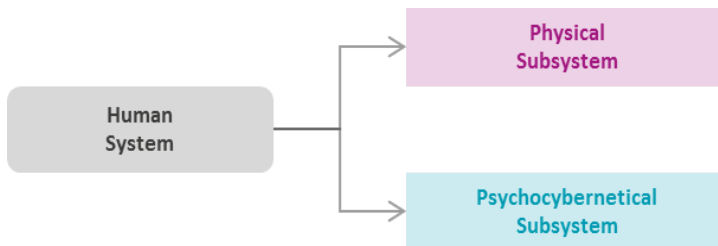


Fig. 2. Human System

These subsystems are interdependent. Any positive or negative event occurring in one system will affect the other. Long-term physical illness will affect psychological performance in the same way that prolonged psychological stress will have physical manifestations. This is frequently observed in cases of high blood pressure or cardiopulmonary disease.

Psychocybernetics seeks to explain the psychocybernetical underpinnings of the system, which determine its physical abilities.

Human character has two subsystems:

1. Related to the flow of **energy**
2. Related to the flow of **information**

Energy-related parameters change over time. These changes are very specific (in terms of time, direction and rate of change) and different for each individual character. This does not mean that you can affect these changes as suggested by traditional methods of psychology. Such methods indicate that a person can be an extrovert in the morning and an introvert in the evening. They can also indicate that the test results taken in the morning are different from those taken in the evening (due to fatigue, for example). This is because these tests measure the symptoms of behaviors in a specific time period. Psychocybernetics, on the other hand, gets to the source of these behaviors, creating identical results in the morning and in the evening regardless of the presence of fatigue.



Fig. 3. Interdependence of Psychocybernetical and Physical Subsystems



The difference can be better explained using the following example. When you have a headache, you visit your family doctor and he prescribes you “Tylenol.” This method only treats your symptom – a headache. However, if your doctor starts to further examine your body and diagnoses you with an ear infection, treating the ear infection will treat the source of the problem.

Information related parameters does not change as long as there is no change in the brain. A person is born with certain parameters, which in the course of their lifetime remain unchanged -for example, a talent in music is very strong or doesn’t exist at all. An individual with zero talent in playing instruments can intensively practice playing the piano for many years but will still be unable to properly play the simplest song.

Each subsystem may be further broken down into subsequent subsystems, as illustrated in fig.4. These subsystems of the physical and psychocybernetical components are amenable to more in-depth and comprehensive analysis.

At the same time, knowing the character and the environmental conditions allows psychocybernetics to predict future behaviors and preferences of a given person (10-15 years or more).

Character → **The values of individual parameters and their correlations create the character of a person.**

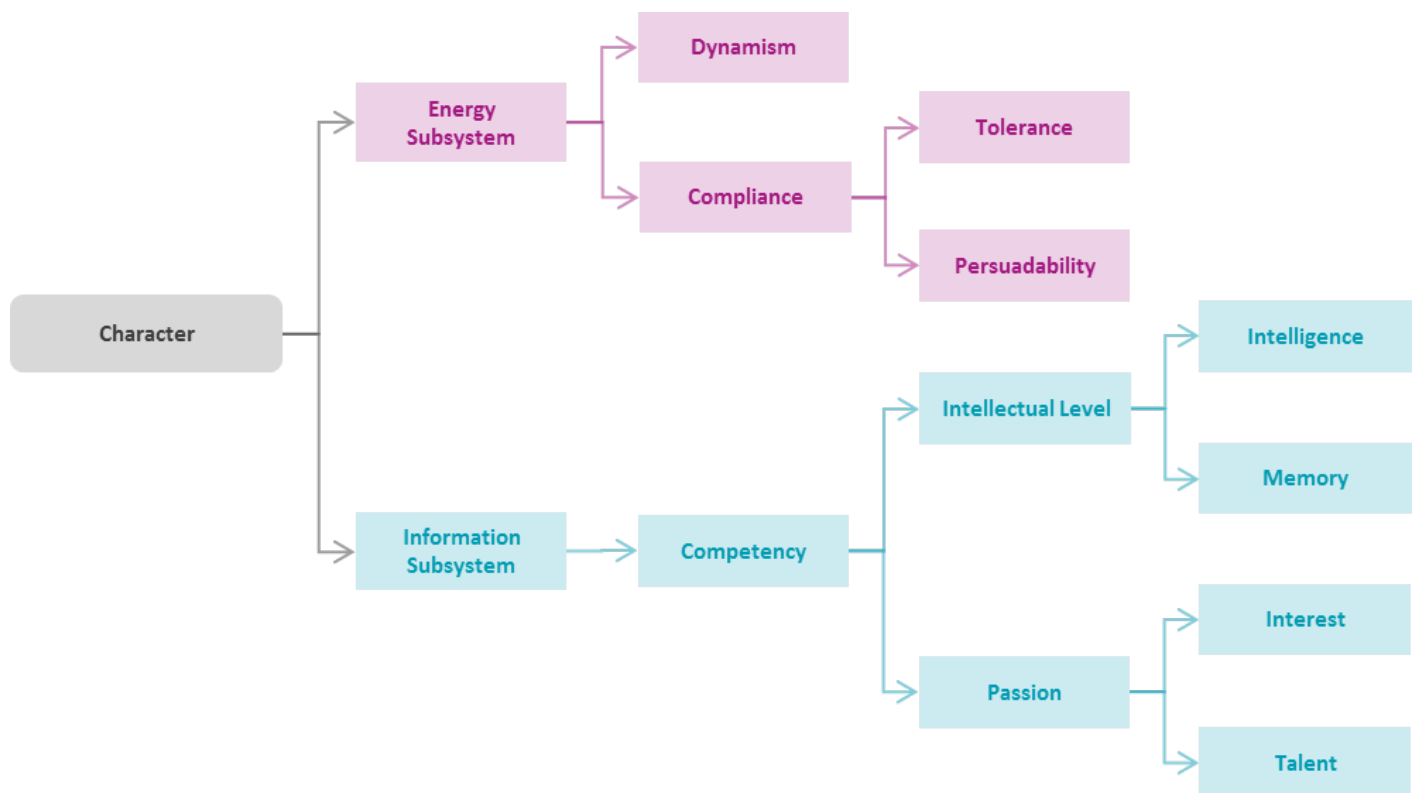
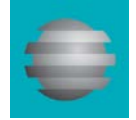


Fig. 4. Character Structure



2. Parametric Scales

Character cannot be altered. Efforts to do so are a waste of time and energy, and are counter-productive because they create unnecessary stress. However, it is possible to exercise a certain degree of choice regarding our external environment, our relationships and the path of our career. Furthermore, any given aspect of character is immune to external influences.

Some of the parameters, such as intelligence, memory, interests, and talents, of which character is composed, are constant throughout life. Some of them change with the passage of time, as it occurs with dynamism and tolerance. The latter parameters only change in one direction (i.e. from younger to older) because time is linear and unidirectional concept. Therefore computer, automobile, and human systems grow older from day to day.

Assigning positive or negative connotations to individual parameters or the overall make-up of one's character should be avoided, except for where a pathological condition has been identified. The terms "mature" or "immature" merely refer to one's emotional age which is an expression of dynamism (see page 15) as compared to biological age (i.e. more or less energy for someone that age). They are not to be considered as value judgments. Every character is different and acceptable.

All parameters in this report are described on a scale from 0 to 100. A score of 50 does not define a "pass" or a "fail".

Psychocybernetics does not identify character as good or bad. Each parameter is to be considered as acceptable when it scores higher than zero. A value of "—" describes a pathological condition. These cases will not be addressed here. A true "moderate" ranking occurs between 20 and 40. The median value of the moderate class is 30. 68% of the population falls within this class.

Extreme values in the lower or upper ends of the scale are not advantageous in all systems. We know that a core body temperature that is too high or too low can destroy the physical human system. Similarly, possessing too strong a parameter in either direction can undermine the balance of the system or detract from its performance, as occurs, for example, if a highly intelligent person overthinks a problem.

Extremes in the upper end of the scale delineate a larger area because the management techniques of these parameters are varied and complex.

An IQ test associates a quantitatively high score with a qualitatively "best" intelligence. If we apply this logic to the physical system, it would assert that having a high blood pressure is healthy for humans. It is intuitively and empirically obvious that this is incorrect. If neither high nor low blood pressure is conducive to human health, then a median value must be more desirable.

Psychocybernetics adopts this approach in managing the psychocybernetical subsystem.

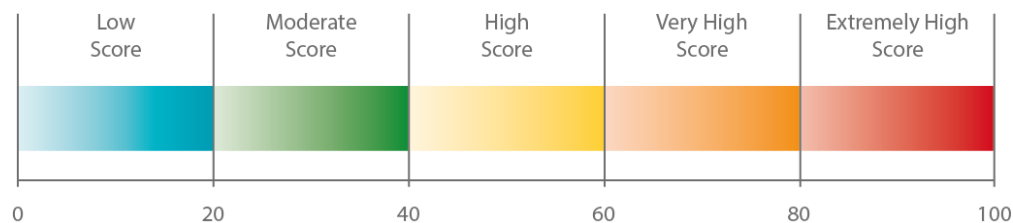


Fig. 5. Parametric Scales



What are the ramifications of having an extremely high intelligence parameter (i.e. an intelligence score between 80 and 90)? A person with an extremely high intelligence may ask, “What time is it?” when they see a gold watch on someone’s wrist. However, as they are voicing this simple question, they are making other queries internally, such as:

- Who is the world’s leading producer of gold?
- Who is the president of this company?
- Where is the company located?
- Who is the leader of the country?

This line of questioning may continue ad nauseam. Hundreds of questions may be generated from a simple query about time.

If an extreme is encountered in the course of an assessment, psychocybernetics also seeks to identify the opposing extreme. This serves to keep the system in balance. For example, a genius in chemistry or mathematics usually struggles with communication skills. The result is that balance within the system is preserved.

In a given situation someone’s performance based on a particular parameter may rate as a 60. Another person with a different character is able to achieve this same high level of performance, implementing appropriate techniques with the cumulative effect of yielding a performance level of 60 from three ratings of 20 in three separate parameters of character.

Psychocybernetics provides the understanding that is required to develop and execute strategies that successfully combine character parameters. The result is optimal performance.

Note that the degree of balance within the system is of greater importance than individual numerical parametric scores in the interpretation of the assessment. Successful performances are possible with parametric scores as low as 20 provided that the system is balanced.

Ideally, balance should exist within a given parameter, between the parameters, and between the physical and psychocybernetical subsystems.

The beauty of the human system is that a deficiency in one subsystem may be compensated by another. It is a common occurrence for the sense of hearing to improve with the loss of vision.



Psychocybernetics is based upon mathematical and logical closed theory. All subjectivity is removed from the assessment, leaving nothing to guess, imagine, or misinterpret. Once a “blueprint” of the character has been obtained, it is possible to answer any questions regarding human performance by making calculations based on the relevant parametric scores. A general question will be answered in a general manner. A more in-depth question will require a more detailed answer. The results of the test indicate areas of present as well as future potential. Reassessments are not necessary. Psychocybernetics can predict the pattern of changes in parameters, which occur with the passage of time.



3. Energetic Parameters

3.1. Dynamism

The crucial parameter in character is dynamism. The dynamism changes with time and always progresses from exodynamism to exostatism, to statism, to endostatism and finally to endodynamism. Not everyone will reach the endodynamism stage.

What does it mean to be an exostatic, static, or endodynamic? Exodynamics and exostatics are friendly, naive, open-minded and fun-oriented people who really enjoy life. Statics are oriented around their homes and family. They are true team players. Endodynamics and endostatics are motivated by the prospect of leadership, domination, and influence over people, business, and money.

There is no shame associated with being classified in any of these categories. Our society can be healthy and productive if it includes a wide variety of character types who are in the positions, careers, and relationships most appropriate for them.

The dynamisms appear in a particular order because each person's dynamism always changes from exodynamism to endodynamism. For human development to occur any other way is impossible because time only moves a forward. Unfortunately, this means that our human system continues to get older and older with no chance of stopping time or moving backwards in our development.

However, the rate of change of dynamism is not the same for all people. This difference is described by the parameter of emotional age. The maximum life expectancy of a human being would be approximately 160 years under ideal conditions like adequate diet, lack of stress, etc. The life expectancy of a human 1,000 years ago was 27 years. Today it is 71 years. Curiously, we are subject to higher levels of technological stress today, yet our life span as a species continues to increase.

By the definition of cybernetics, every event which occurs in the human system involves the creation, transformation, and channeling of energy and information.

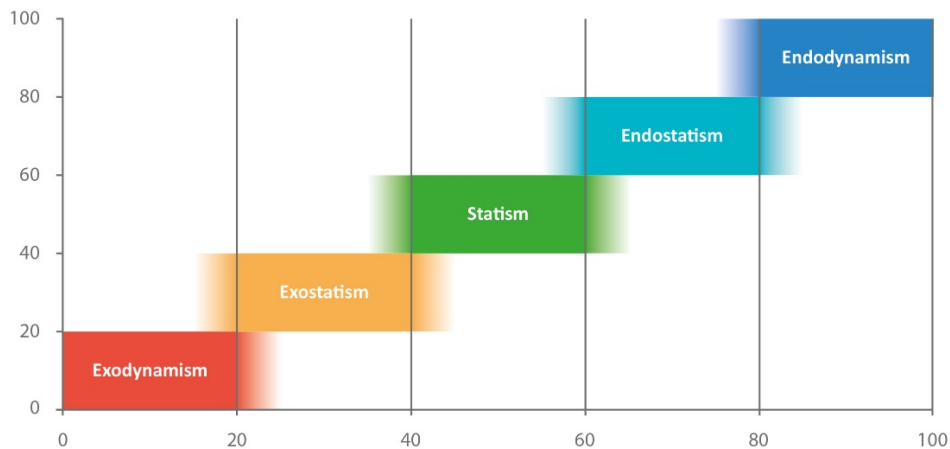


Fig. 6. Dynamism Classes

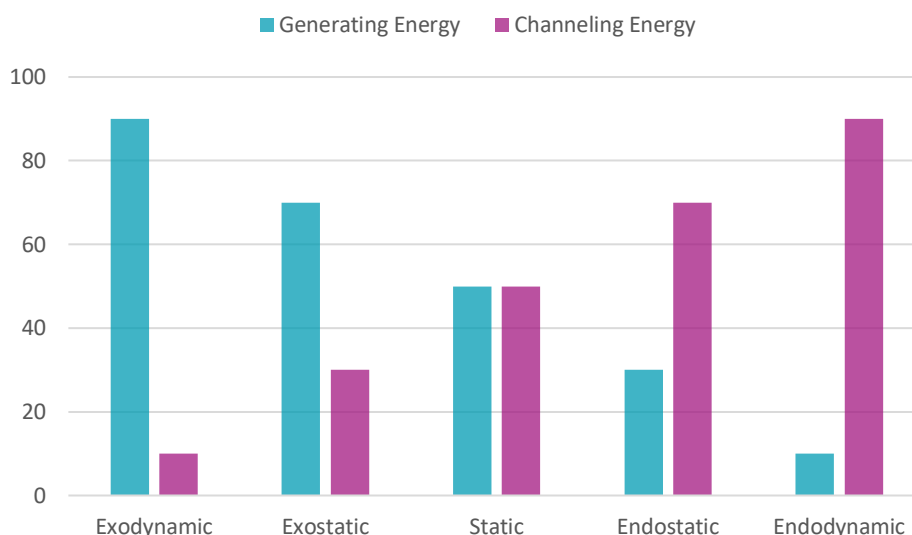


Fig. 7. Concept of Energy Balance

Regarding the energy level of human systems, an exodynamic system creates much more energy than is required for the physiological functioning of the body. A static system creates an amount of energy equal with the amount of energy that is channeled. The endodynamic system experiences an energy deficit but seeks to compensate with sociological substitutes like: position, power over people, money, etc.

This concept is illustrated by drawing an analogy to a car. It costs more money to drive an old car than a new one. The old car tends to leak and burn oil. It has older, less efficient parts and is burdened with outdated operating systems.

It becomes apparent that an athlete's dynamism must be located on the scale no further along than static. Only excess and accumulated energy can be devoted to high-intensity activities like sports. Endostatics are energy-deficient. They are unable to exercise at higher levels since they must focus on retaining the energy needed for the body's basic physiological functions. Conversely

exodynamics require much less time to recover energy than a static or an endostatic.

Consider this illustration regarding the energy levels of each of the dynamism types. A large box is located on a high shelf in a storage room. To somehow reach the box themselves, exodynamic persons would create some sort of contraption using tables, chairs, and anything else available. They are likely to fall down, try again and again, having a great deal of fun the whole time. Finally they complete their task two hours later. Static character would search the storage room until they found a stepladder and retrieve the box in the most efficient way possible. Endodynamic lacks the energy to climb the stepladder. An endodynamic having the necessary sociological substitutes like authority and money, would say, "Look, I am your boss, so please retrieve that box for me". Or, "Here is \$10. Please get that box down for me". The box is successfully removed from the shelf using three completely different strategies. If a given character type would attempt to employ a method that is incompatible with their dynamism, they would struggle.



Another good illustration of how dynamisms differ, lies in the way a particular character understands the value of money. An exodynamic with an extra \$1,000 will try to spend \$2,000 on fun-seeking activities, buying nice material things, organizing a party for their friends, etc. Their aim is to spend the money as soon as possible. In fact they try to spend more money than is available. A static would spend \$800 on the family and put the remaining \$200 in a savings account, “just in case”. An endodynamic would endeavor to put \$2,000 into some income-yielding account, even though it requires more money than is readily available at the time. The same \$1,000 is allocated in three completely different ways according to each character. An exodynamic would accept \$100,000 now instead of \$1 million promised for a year later. Conversely, an endodynamic would forfeit the immediate financial gain in favor of a larger sum promised in the future.

Furthermore, money is an ineffective motivational tool for someone who is not money-oriented. Some athletes like basketball player Michael Jordan devote their lives to sports because they are motivated by the challenge of excelling in a physical skill, not by the money they receive for their performances.

3.2. Dynamism Transition

Those who find themselves caught in transition from one dynamism class to another have difficulty making decisions. The typical behaviors of one class are in conflict with the behaviors of the next dynamism class. For example, a person who is in transition from exostatism to statism will experience internal conflict

upon being invited to a party. The exostatic in them says, “Definitely go!” The static response is to prefer to stay home (with their family). This person is torn between the responses of two conflicting dynamisms. The “winner” will be the dynamism that is dominant at that particular point in time. In other words, if someone is still exostatic but is moving towards being static, then the decision will be to go to the party. Whereas, if the dynamism has already reached the brink of the static realm, the decision will be to stay at home.



Either decision will create stress for individuals at a transitional time because they will struggle with prioritizing conflicting value systems. The time required for dynamism to develop to the point where it is to be considered as a different class is about 10 years.



3.3. Double and Triple-Sided Dynamism

A typical double-sided character occurs as the result of the co-existence of a natural and an artificial dynamism. If the parents of an exodynamic person spoke frequently of money matters, the then-child's view of the world would have evolved to include being financially responsible. As a consequence of this early influence, the child may become 'artificially' endostatic or endodynamic. This character is constantly in conflict with the naturally exodynamic character. Internal conflict may also result from a double-sided character in the event that a very intelligent exodynamic has strong interests and talents in business.



Triple-sided characters face even more complicated problems. Such a person may be naturally exodynamic but artificially static and endodynamic. This type of internal conflict occurs frequently and may be attributed to cultural background. Many natural exodynamics and exostatics of Italian, Jewish, or Asian ethnic origin have characters that are triple-sided, because artificial characters may be derived from their cultures, which are characteristically static or endodynamic.

The example of John Optimax illustrates the cause and effect of stress on a triple-sided character. John is naturally exodynamic, artificially static and endodynamic. He has \$50,000 available for the purchase of a car. As a natural exodynamic, he dreams of buying a flashy sports car, perhaps even a red Ferrari, even though he doesn't have enough money. At this moment his static dynamism speaks up and says, "How about a \$30,000 mini-van for your family? You could put the remaining \$20,000 in the bank where it would be safe." John's endodynamic character kicks in and suggests buying a winter-beater for \$2,000 and investing the remaining money so that he will be able to buy multiple Ferraris in 5 years if he wishes. Of course, this plan involves John having to drive a junky car for a period of time. A concept that does not readily appeal to him. What does John decide to do? Every time he comes close to arriving at a decision he struggles with the conflicting priorities of the other two characters with the result that he is unable to settle on a course of action. This convoluted decision-making process is typical of all double- and triple-sided characters.

This creates stress because John Optimax has exhaustively evaluated all three options. He has no idea of which way he wishes to proceed. In this example, the issue is \$50,000 and a new car. The scenario may be just as easily recreated over something as trivial as a cup of coffee. The exodynamic John prefers cappuccino. The static wants to order a regular coffee. The endodynamic side decides to ask for water because it is free of charge. While individuals with a triple-sided character are often plagued in decision-making, the same trait may be used as a very powerful tool in business dealings. John may exploit his exodynamic nature when making a sales pitch, rely on his endodynamism in closing a deal, and fall into his static mode when he is at home with his family. The price that he pays for this versatility is the stress that he encounters every time he must make any type of decision.



3.4. Biological Age versus Emotional Age

Emotional age reflects the dynamism of human character and makes it easy to understand this behavior characteristic.

For example, a person at the biological age of 65 may have an emotional age of 19, which makes that person exodynamic. An emotional age of 19 leads to feelings and behaviors that are often typical of a teenager. A person's biological age is in most cases different from his or her

emotional age. This discrepancy between biological and emotional age is not a negative thing, as long as a person:

1. understands it
2. accepts it
3. acts according to preferences consistent with their level of dynamism

Thus, every person's character system has two clocks: biological and emotional. Each one measures the progression of time, always in the same direction but not necessarily at the same speed. Any effort to stop the clocks or change the speed or direction is useless.

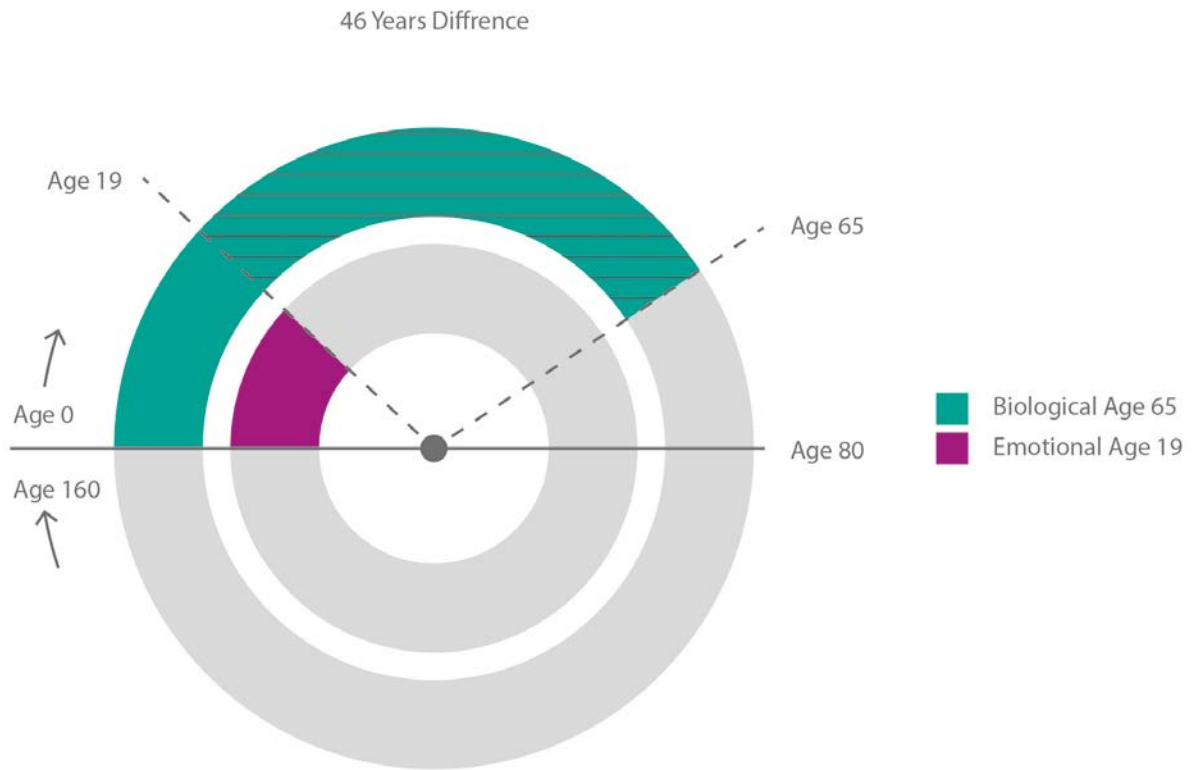


Fig. 8. Biological versus Emotional Age



3.5. Compliance

Tolerance and persuadability are components of compliance determining a zone beyond which stimuli are rejected.

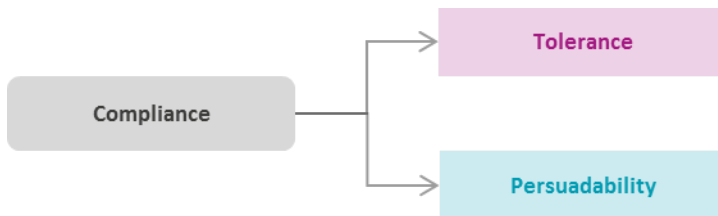


Fig. 9. Compliance

3.5.1. Tolerance

The degree and means of the voluntary acceptance of situations and behaviors.

People with a high tolerance agree with most of the situations or statements and often have the problem to refuse.

For example, a person with a high tolerance can agree too easily to lend money, while not having enough for personal needs. After agreeing, this person may experience internal stress associated with this decision. In contrast, a person with a low tolerance usually says “no” and is struggling to say “yes” at the beginning.

Tolerance is an emotional response, which is very hard to control.

3.5.2. Persuadability

The tendency to alter personal opinion under the external influences of physical or verbal pressure i.e. subjected to persuasion, argument, confrontation, liability, penalty, etc.

A person with high persuadability is open to arguments, easily changes their mind when hears a convincing

argument. The opposite, a person with low persuadability is difficult to convince to change their opinion or decision. Environment interprets it as a stubbornness. Inducing this person to change their opinion is pointless. Persuadability is an intellectual response where a person obtains more information on the topic in order to make the right decision.

Summarizing in simple conclusion – tolerance is an emotional reaction and persuadability is an intellectual reaction.

The human always strives to balance; hence, when someone has a very high tolerance, they usually have a very low persuadability. Similarly, when a person has zero tolerance, they must have high persuadability. It is necessary to find a place in society and be able to get along with others.

If a person were to have both, a very low tolerance and susceptibility, they would be in conflict with everyone, always and everywhere. Consequently, this could end in complete isolation from the environment.

4. Information Parameters

4.1. Intellectual Level

The combined effect of intelligence and memory.

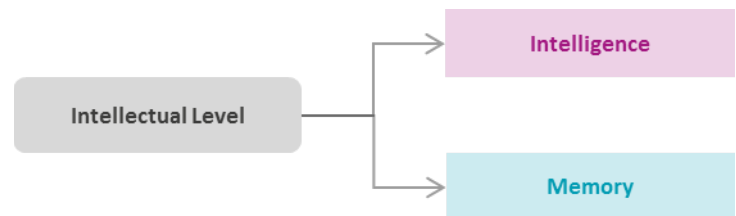


Fig. 10. Intellectual Level



4.1.1. Memory

The ability to retain and recall information.

In terms of memory function, proper memory management is far more crucial than capacity for the memorization process. “Ten years ago I had a fantastic memory, but now I seem to forget even the simplest of things!” is a common complaint. In this case the capacity for memory recall of information is likely still intact. The ability to retain information is hindered because memory is overloaded with trivia like, names, dates or other irrelevant data.

Think of memory as a box with a finite capacity. Once the memory box is full it is unable to hold any new, incoming information, and so the information is rejected and forgotten.

4.1.2. Intelligence

The ability to create, transform and interpret information. The ability to make connections between different stimuli.

When intelligence is used as a filter, only the information deemed as important is accepted into the memory box. The rest may be easily written down or otherwise stored outside the brain. Intentional use of intelligence increases memory capacity by facilitating more effective use of memory retention and recall. Employing this simple technique enables an individual with an average memory capacity to minimize or eliminate associated stress and to optimize their performance even beyond that of individuals with higher memory capacities.

4.2. Creativity

The ability to channel information into original thought or action.

A portion of the total energy of the human system is devoted to the purpose of creativity. Creation is distinguished from recreation in that a person whose creativity type is recreational is unable to channel their creative energy in such a way so as to bring something unique into existence. Everyone expresses his or her

creativity naturally and in accordance with his or her character type, which changes over time. Attempts to channel this energy in any other way are fruitless. The metamorphosis of a creative type always begins with the creation stage, which changes to interpretation and then recreation and finally ends with reproduction. This transformation never occurs in the opposite direction. It is impossible to eliminate or pass over a stage because this parameter is intimately linked with dynamism development.

An example from the fine arts is Pablo Picasso whose creative work began as a creation of abstract paintings and developed into interpretive renderings of more realistic paintings and sculptures. That Picasso never reached the reproductive stage in which his creative energy would have been channeled into creating repetitive, perfectly realistic works demonstrates that it is not necessary for an individual to reach the end stage of creative development in their lifetime.

4.3. Preferences

Interests, talents, passion and competence are the preferences (priorities) at different levels.

4.3.1. Passions

If a strong interest is paired with a strong talent in the same field, it's called a passion which manifests itself through experiencing emotional pleasure and satisfaction from performance.

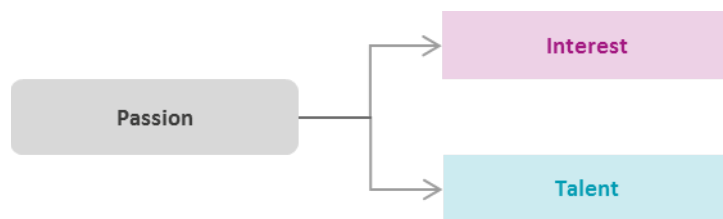
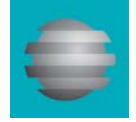


Fig. 11. Passion

A gold thought from the ancient philosopher Confucius captures the essence of passion, **"Choose a job you love, and you will never have to work a day in your life"**.



4.3.1.1. Interests

Interest is deriving aesthetic pleasure from an object or an activity. Implies enjoyment rather than innate ability.

For example, it is possible to have an interest in singing without any vocal talent. Such an individual may rival Luciano Pavarotti when alone in the shower, but it is best if they refrained from subjecting anyone else to their performances. An interest alone may be used to direct hobbies but never professional activities. It would be acceptable for an individual with a mere interest in sports to participate in house league hockey. However, aspiring to play in the NHL will likely incur much stress, disappointment and frustration while wasting precious time, energy and effort. High caliber athletes require both an interest and a talent for sports.

The graph pertaining to Major Interests is the only figure in this report whose scale ranges from -100 to +100. The balance between interests and disinterests is depicted in this way for ease of decision-making. An ideal picture is one of a few extremely high interest scores near +100 and a few scores near -100 to indicate extreme disinterest.

Such strong reactions to the assessment stimuli make it readily apparent what this individual loves and hates, and what protective measures they need to employ against stress. Conversely, parametric scores in the mid-ranges (i.e. +20 to -20) indicate that the individual's feelings about the assessment stimuli are not clear to them. Such ambivalence is a potential cause for stress because daily decisions regarding what attracts and what repels the individual consumes inordinate amounts of time and energy.

4.3.1.2. Talents

An affinity for a specific type of activity. An individual identified as being talented in a particular area both enjoys the associated activities and has an innate ability for them as compared with the population at large.

The graph in the report pertaining to Major Talents shows only the top 20 talents as ranked from among more than 200 possibilities.

The entire listing of talents and scores is available upon request. Psycho cybernetics is able to add items to the talents listing with the provision that suitable definitions exist.

Just fifty years ago, no one would have bothered to inquire about a talent for computer science. In today's technologically driven society this type of information is of great value.

4.3.2. Competencies

Effective implementation of tasks or activities in a specific area.

When we add intellectual level (intelligence + memory) with passion (interest + talent) we are talking about competence. A competence with a high value is a guarantee for achieving success in a particular area.

Competencies are used to build mathematical models which aid in the hiring and selection process, candidate performance verification as well as in determining career orientation and choosing the direction of education.

Competencies are not something you acquire or learn. You either have competencies in specific areas or you don't. A competency is something that you are born with and will have for the rest of your life, as long as there are no changes in the brain.



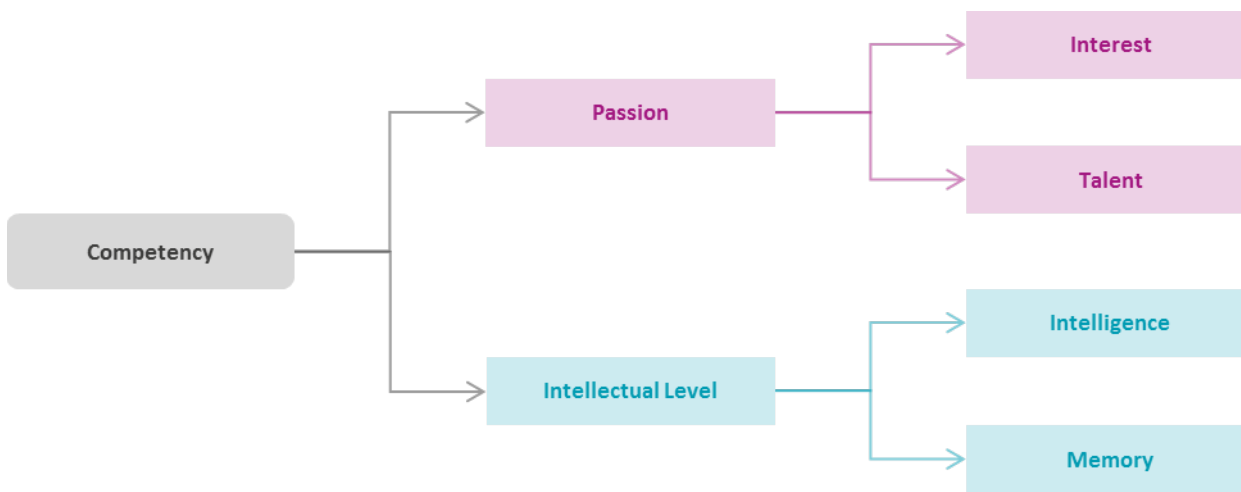


Fig. 12. Competency

5. Major Potentials

Potential is a mathematical model, which may be applied to a particular situation, function, career, etc. The scores of a few parameters are represented by a single value, which describes a potential in a given area. An individual's character can be made to fit a mathematical model. This process objectively identifies strengths and weaknesses in a character with the aim of optimizing individual performance. Psychocybernetics capitalizes on strengths while compensating for or transforming weaknesses into positive traits, which further accentuate the existing strengths of the human system.

A Potential score of 40 or greater is sufficient to recommend pursuing a career in that area. Obtaining a score over 90 is nearly impossible. Within this collection of a few parameters every individual will have their own particular strengths and weaknesses, as indicated by high and low scores respectively. Generally, a couple of low scores usually occur in the presence of extremely high scores. Too many very high scores indicate a situation of internal stress because of the "competition" between the extreme parameters. It is impossible for an individual to be highly proficient in all areas. For example, people are rarely both mathematically and humanistically oriented at the same time. Similarly, an innate capacity for sales is generally mutually exclusive to natural ability as a senior executive. Success in sales requires that an individual have an out-going character whereas success as a senior executive demands a more set approach to relationships

and situations. Each character type is represented by entirely different position on the same linear scale.

There are seven General Potentials in which most people are interested. A typical question, which may be answered, is, "Am I now, or do I have the potential to be, a good salesperson, manager or businessperson?" People Handling, Sales and Marketing Potential Indices are associated with a more exostatic or exodynamic orientation. Static characters gravitate towards a high Management Potential. An individual with an endodynamic or endostatic character tends to have elevated scores in the Business, Leadership and Senior Executive categories. Nevertheless, having an endostatic or endodynamic character does not necessarily exclude an individual from having People Handling Potential. Rather, the Potential Indices merely suggest that this particular character is more amenable to Business, Leadership, and Senior Executive duties. Adding a high People Handling Potential to this package may yield a successful Senior Executive. The Potential Indices illustrate how proficiency in certain areas varies directly with the character of an individual. A high Marketing Potential will enhance the performance of an endodynamic Vice President, but having a low Senior Executive Potential dictates that this individual will be subject to external environmental stress - conflict between character and position. Possessing a high Intellectual Level or potentials in others areas may afford a modicum of success to this Vice President for a time, but sooner or later the system will fail.



This failure may manifest itself in the physical subsystem as a heart attack or too high blood pressure, or in the psychocybernetical subsystem as undue stress or depression.

Healthy performance and success in a particular area depends on the individual strength of three components of character: interest, talent, and character type. An exceptional business leader must have a strong interest and talent in business as well as an endostatic or endodynamic character.

A high Business Potential suggests that the individual has the desire and the required tools to do business. An individual with an exodynamic or exostatic character who scores well in Business Potential may also experience success in this area because they view business as a challenge and not merely the means by which profits are made. An exodynamic businessperson is able to accept risks very easily as part of the challenge of doing business. Endostatics or endodynamics business people, by contrast, seek to minimize, or at least carefully calculate risk.

6. Stress

Understanding the element of stress within this psychocybernetical model of character is essential. Often, this is sufficient for finding the solution and solving the problems. No one is completely free of stress. We are all faced with problems of varying magnitudes. Traditional methods seldom seek to understand the mechanism of stress. Instead, they attempt to establish balance within the system by using, for example, medications. Psychocybernetics can often identify the source of the stress and propose strategies to eliminate, minimize and prevent stress from occurring in the system. There are two types of stress, internal and external.

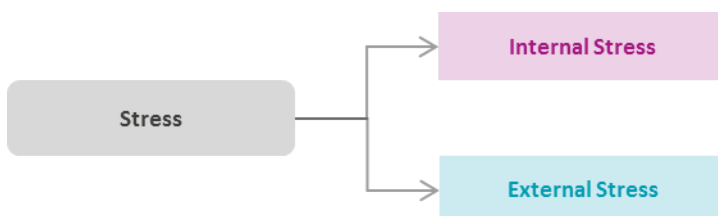


Fig. 13. Stress Structure

6.1. Internal Stress

Internal stress refers to conflicts that arise among character parameters. Internal stress is more complex. It has already been mentioned that dynamism can generate some stress (see 3.1.) The sources of high stress level are double, triple-sided dynamism, and the transition between classes of dynamisms. The transition time is a temporary double-sided character related stress which will disappear throughout time.

Another source of stress may be the internal conflict between an individual's dynamism and talents. A successful businessperson must have a dynamism, which is oriented towards business. This means that endostatics and endodynamics have an interest in and a talent for business. What happens if one of these key elements is missing? An endostatic or endodynamic may not have the required talent for business. This individual enjoys doing business but does poorly at it because they simply lack practical skills to do so. Another conflict-creating possibility occurs when an exodynamic or exostatic has a talent for business. This individual will have all the necessary tools to conduct business and will know how to use them effectively, but completely lack any interest in this area. This person may become extremely successful in business if pushed, but will continue to be motivated by the challenge involved and not the profit.

6.2. External Stress

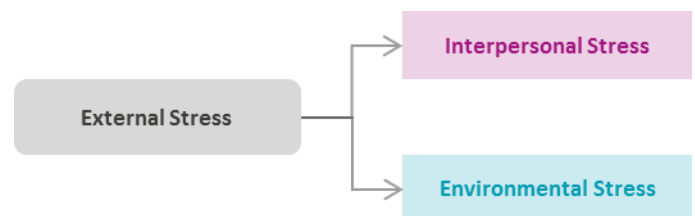


Fig. 14. External Stress

External stress has two components - interpersonal and environmental. Interpersonal stress occurs when there is conflict between two individuals, between an individual and a group, or between two groups. Environmental stress occurs in conflict between a character and home,



a character and the work place, and a character and hobbies, friends, personal activities.

The external stressors and their level could be evaluated by the Optimax Life Balance Assessment.

The complexity of the stress, the impact of our character, its formation, and the mechanisms that govern it and how to deal with it will be discussed in the report with the Character Assessment results. However, we must remember that stress is an integral part of our lives and of itself is not very harmful, as the inability to identify its source and dealing with it.

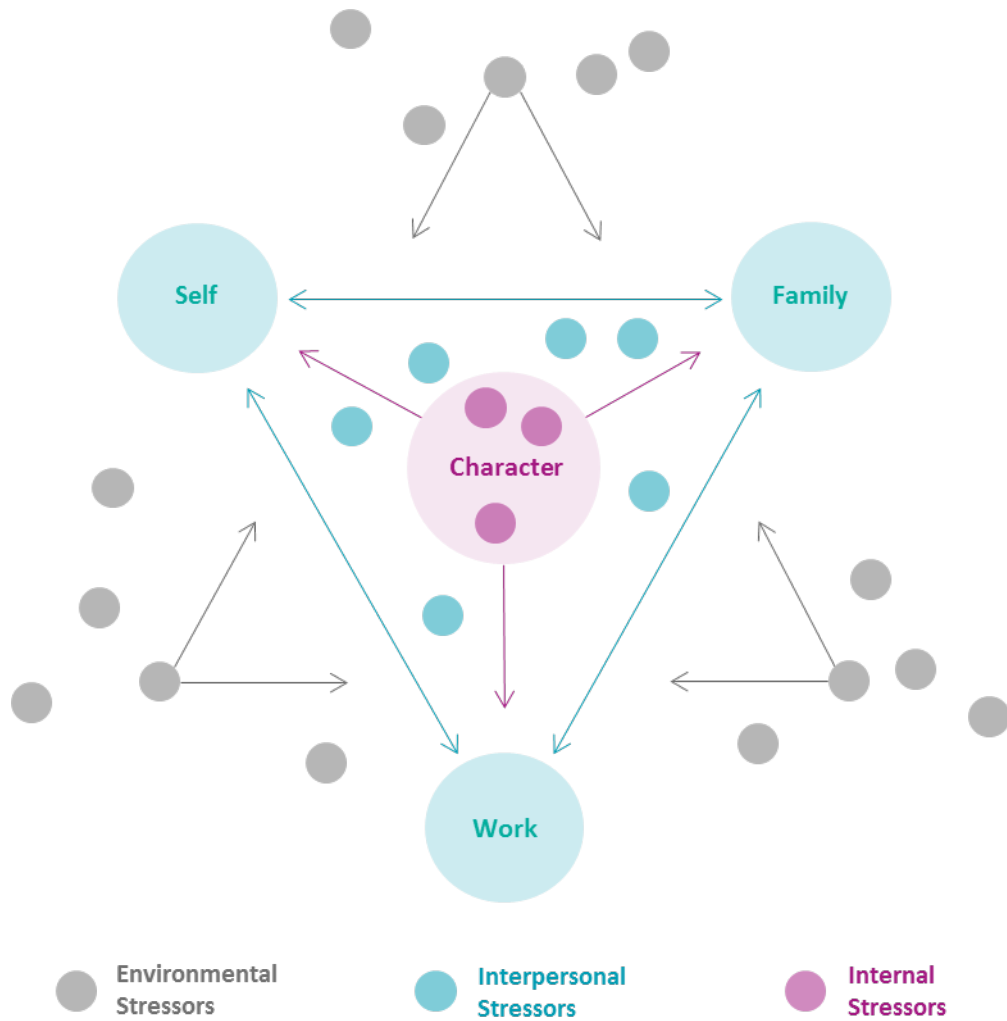


Fig. 15. Stressors



V. QUESTIONS AND ANSWERS

What are the benefits of taking the Character Assessment?

- Knowledge and a better understanding of own character
- The discovery and understanding of the mechanisms controlling humans
- Understanding intellectual potential (intelligence, memory, creativity)
- Understanding how to consciously manage new and often stressful situations
- Understanding the drivers of own decisions
- Understanding the sources of conflicts and problems in communication with others
- Learning how to improve communication and build better relationships
- Identification of the sources of internal conflict leading to an increase of stress
- Acquisition of knowledge about own dynamism and its changes (energy level, emotional maturity, and value system)
- Understanding one's own strengths and weaknesses
- More realistic self-image (adequate self-esteem)
- Understanding and acceptance of the motivators and "anti-motivators"
- Systematization of the strongest interests, talents, passions, and competences
- Acquisition of knowledge, which will increase the effectiveness and satisfaction in all areas of life
- Achieving balance in personal, family and professional life

Does character change?

- Yes. Character changes naturally and without any human intervention
- Changes in character cannot be prevented from occurring
- The timing and nature of changes in character are predictable

Is it possible to alter your own character?

- No. You cannot change your own character
- Having knowledge of your own character will not create any changes

- It is pointless to expend energy on determining what kind of character is most desirable to possess
- Struggling against the kind of character you are can be very exhausting
- It is not possible to successfully resolve to change one's own character

Is it possible to alter the character of another person?

- No. It is not possible to change someone else's character
- It is impossible to force someone to change their own character
- It is pointless to attempt to change the character of another person
- It is pointless to assign blame to others because of their character
- Rebuking others for their character is fruitless because they did nothing to acquire it and they have no power to change it
- Acceptance is the only one action can take towards another person's character

Is it possible to shape a child's character?

- No. Children are born possessing their character
- Children are established persons and not potential persons and therefore have a "character"

How can interpersonal relations be optimized?

- Characters in the context of relations are considered to be neither good nor bad, but simply as compatible or incompatible
- A character, which is incompatible with one partner, may be perfectly compatible with another partner having a different character
- Character differences between two people may wax and wane according to individual character development
- Character differences may only be completely eliminated by finding another partner who possesses a compatible character
- Knowledge of a partner's character does not eliminate character differences but facilitates gaining an understanding of the basis for their



decisions. Partners may not be appeased but they may learn to live with their differences

- Struggling with incongruous characters will not resolve the differences but magnify them

Is it possible to adjust character to suit different situations?

- No. It is not possible to manipulate a character
- It is necessary to alter the situation in order to avoid conflict between character and environment
- Knowledge of your character enables you to adjust your environment most appropriately

How is stress relieved?

- Determine the mechanism of stress
- Diagnose the source of stress before beginning treatment
- Treat the cause of stress rather than its symptoms

How do energetic parameters contribute to character?

- The balance of energy in every system is in a constant state of flux. Every human has an overabundance of energy at the beginning of life. This energy is utilized to maintain the trajectory of development.
- This energy is a finite quantity which may eventually be depleted. When the energy of the system is exactly balanced at point zero, the individual is expending the same amount of energy as they consume.
- When the organism is experiencing an energy deficit it is possible to recharge the system with energy from the environment without the organism having to process it by implementing sociological power or position.





VI. GLOSSARY

active acting	The art and technique of portraying a fictional, historical, or contemporary character to a live audience, on film, or television
agriculture	The science and art of farming; work of cultivating the soil, producing crops, and raising livestock
archeology	The scientific study of life and culture of the past, esp. ancient peoples, by excavation of ancient cities, relics, artifacts, etc.
architecture	The science, art, or profession of designing and constructing buildings, bridges, etc.
astronomy	The science of the universe in which the stars, planets, etc. are studied, including their origins, evolution, composition, motions, relative positions, sizes, etc.
anti-motivators	Those forces, stimuli or influences, which produce a cessation or alteration of action in a negative direction
automation	The elimination of the human element from the routine or repetitive operation of equipment, processes, and systems
biological age	The amount of chronological time that an individual has existed since birth
biology	The study of living organisms, which includes botany, zoology, etc.
botany	The branch of biology that studies plants, their life, structure, growth, classification, etc.
business	The activities and financial transactions governing the purchase or sale of commodities, services, ideas or concepts
caring	The act of discerning the need for and providing aid, assistance, comfort or empathy.
character	The ensemble of rigid control parameters (it is no to be confused with the psychological term “personality” relating to symptoms of human behaviors, not its source). Rigidity of control parameters means that nobody’s character can be changed by compulsion or persuasion or even self-persuasion
chemistry	The study of the properties, structure, composition, reactions and transitions of matter
coaching sports	The act of training or instructing athletes to optimize performance in aspects of physical and psychocybernetical preparation, techniques, tactics, and strategies



commerce	The study of the sale, purchases, and exchange of ideas, concepts, services or goods
competency	Effective implementation of tasks or activities in a specific area
competitive sports	Participating as an athlete in physical activities with a competitive outcome at a professional level
compliance	Tolerance and persuadability are components of compliance determining a zone beyond which stimuli are rejected
creating music	The composition, arrangement or performance of vocally-, instrumentally- or electronically- produced sounds having melody, harmony or rhythm
creative writing	The art and technique of recounting real or fictional situations or behaviors in written form
creativity	The ability to channel information into original thought or action
cybernetics	The interdisciplinary science dealing with communication and control systems in living organisms, machines, and organizations
dancing	The art and technique of expressing emotion through a series of body movements and steps, which are usually set to music
designing	The art and technique of creating and rendering original plans, patterns or arrangements of objects. Includes couture, interior decor, landscaping, architecture, etc.
didactic	The implementation of pedagogic methods in teaching and conveying instructions and information. The study of the teaching process
drawing	The art and technique of rendering images on a one-dimensional surface using the media of pencil, chalk, crayon, etc.
dynamism	The ability to create and transform energy. Determined by the relationship between the accumulation and dispersal of energy by an individual. Depicts a range of natural trends, attitudes, and aspirations
economy	The study of monetary and social relationships within the context of individuals or groups
emotional age	A representation of the overall emotional profile of an individual. Dependent on the energy level of the system. Represents the age of an individual who is developing at an average pace for a given level of maturity



engineering	The study of experimental design and the practical application of scientific knowledge to the fields of mechanics, chemistry, physics, biology, agriculture, etc.
ethnography	The study of different cultures based on social structure, language, religion, etc.
fine arts	The creation of objects of aesthetic value. Includes drawing, painting, sculpture, and ceramics
geography	The descriptive science dealing with the surface of the earth, its division into continents and countries, and the climate, plants, animals, natural resources, inhabitants, and industries of the various divisions
geology	The study of the structure, origin, and natural history of Earth as recorded in aggregate rock formations
handicraft	Work done or articles made by manual skills. Includes sewing, knitting, embroidering etc.
handyman	A person who has the ability to manufacture items without the implementation of electrical, mechanical, or other powered devices, Includes woodworking
history	The study of past events, both recent and ancient
inflexibility	An uncompromising attitude by which situations and behaviors fail to be accepted even under direct pressure
intellectual level	The combined effect of intelligence and memory
intelligence	The ability to create, transform, and interpret information. The ability to make connections between different stimuli
interest	Interest is deriving aesthetic pleasure from an object or an activity. Implies enjoyment rather than innate ability
IT (Information Technology)	Performers of high-speed mathematical and logical operations using electronic equipment and programs that assemble, store, correlate and process information
languages	The ability to understand and implement the sentence structure and vocabulary of various social groups in order to express thoughts, ideas and feelings verbally or in written form
law	All the rules of conduct established and enforced by authority, legislation, or custom of a given community, state, or other group



leadership	The ability to effectively unite, motivate, and direct the corporate action of a large group of people towards a common goal
logic	The implementation of correct reasoning. The study of distinguishing between valid and invalid arguments
management	The ability to discern and execute the action or series of actions required achieving desired results most efficiently by a small group of people, i.e. achieving maximum profit in the shortest possible time while incurring minimal expenses
marketing	The collection of processes and techniques by which goods, services, ideas and concepts are presented to the consumer. Includes promoting, advertising, packaging, demonstrating, selling, transporting, etc.
mathematics	The study and expression of the relationships between quantities, magnitudes, and forms as represented by numbers and symbols. Includes algebra, calculus, geometry, etc.
medicine	The science and art of protecting and improving health. Includes preventing, diagnosing, and curing disease and injury
medical sciences	The study of health, disease and injury. Includes physiology, anthropology, anatomy, biochemistry, biomechanics, etc.
memory	The ability to retain and recall information
motivation	The application of forces, stimuli or influences which results in the initiation or alteration of action in a positive direction
motivators	Those forces, stimuli or influences, which produce an initiation or alteration of action in a positive direction
music listening	The appreciation or critique of vocally, instrumentally or electronically produced sounds having melody, harmony or rhythm
natural sciences	The study of the forces which govern the physical environment, i.e. the Laws of Nature
nursing	The science and art of caring for the diseased, injured or disabled under direction and supervision of a physician
organizing	Systematically creating and/or executing a plan for the ordering of objects, people or events according to a desired structure or function



painting	The art and technique of rendering images on a surface using the medium of paint
passive acting	The appreciation or critique of theatrical performances on stage, film or television
passive literature	The appreciation or critique of written works
passive sports	Participating as a spectator, coach, manager, referee or support staff in physical activities with a competitive outcome at a recreational or professional level
passion	If a strong interest is paired with a strong talent in the same field, it's called a passion which manifests itself through experiencing emotional pleasure and satisfaction from performance
pedagogy	The science and art of teaching
people handling	The ability and means by which an individual manipulates or maneuvers among other individuals or a group of people, which is united by character, culture, tradition, kinship, etc.
persuadability	The tendency to alter personal opinion under the external influences of physical or verbal pressure i.e. subjected to persuasion, argument, confrontation, liability, penalty, etc.
photography	The art or process of producing pictures and images of objects
physics	The study of the properties, changes and interactions between energy and matter
playing instruments	The art and technique of producing sounds with musical instruments
politics	The discernment, analysis or exploitation of the complex relationships between individuals and groups of individuals
psycho cybernetics	The interdisciplinary science that delves into the complexity of the interactions within the human system
psychology	The study of human or animal behavior
recreational sports	Participating as an athlete in physical activities with a competitive outcome at a recreational level



sales	The process of selling or purchasing products and/or services on a large scale within the context of a store or a designated territory
sculpturing	The art and technique of creating three-dimensional figures or forms by means of carving, welding, casting or modeling
senior executive	Requires the ability to employ the appropriate blend of leadership and management skills within the framework of an established organization in order to achieve positive results
singing	The art and technique of producing acoustically pleasing sounds with the voice
social sciences	The study of human relationships and interactions within the context of individuals or a group. Includes sociology, psychology, political science, economics, history, anthropology, etc.
story telling	The art and technique of verbally recounting real or fictional situations and behaviors to an audience
talent	An affinity for a specific type of activity. An individual identified as being talented in a particular area both enjoys the associated activities and has an innate ability for them as compared with the population at large
teaching	The action or practice of providing instruction. Facilitating the retention and application of new knowledge and skills
tolerance	The degree and means of the voluntary acceptance of situations and behaviors
veterinary	The branch of medicine dealing with the prevention and treatment of diseases and injuries in animals, esp. domestic animals
zoology	The branch of biology, that deals with animals, their life, structure, growth, classification, etc.