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# THE PRACTICAL *EDGE*

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VOLUME 12  
ISSUE 1  
Fall 2013

## A MEASUREMENT OF SUCCESS

We brought back an inspiring book from the annual Professional DynaMetric Programs® Conference in Colorado Springs this past July. *A Living Legacy* relates the history of Bruce M. Hubby's founding of PDP®, a first class human behavior measurement tool and a successful family business. It's been 10 years since Bruce's passing, and this book honors him and his work. Although Dan has been a PDP customer since 1983, and a PDP representative since 1998, we are amazed when we read about Bruce's vision for this company, his unwavering determination and his ability to overcome obstacles to develop this world class tool.



Bruce first learned of psychometrics, the science of measuring behavioral characteristics, in 1962, while working as a sales manager for Rockwell Collins in Cedar Rapids. After landing a new job with Golden Cycle Gold Corporation and moving to Colorado, he trained to use an established management tool of the time; the results he got with it whet his appetite to make improvements and develop new products related to it. He soon discovered that if he wanted to pursue these goals, he would have to strike out on his own and create his own instrument.

Through a network of friends and acquaintances of a client, Bruce met Dr. Sam Houston, a brilliant statistician. Professor Sam agreed to help develop the new tool with the stipulation that five specific requirements must be met. These requirements "became the distinguishing marks of the validity and utility of Professional DynaMetric Programs (PDP) ProScan® Survey instrument. Vigorous research and development – all described in *A Living Legacy*– followed.

Researchers named four distinct traits that the ProScan measures: Dominance, Extroversion, Emotional Pace, and Conformity. They also included other measurable traits that further refine the tool. But this is merely a fraction of the work completed to produce the report, including the page that Bruce called "a picture worth a thousand words," the ProScan Data Sheet. It plots behavioral traits on a chart that can be read and understood at a glance. The Data Sheet's time saving accuracy is powerful.

Dr. Bonnie Bass, Bruce's sister, and a psychologist who was –and continues to be – a developer of PDP writes in an article for the book: "After looking at their comprehensive ProScan report and experiencing a helpful feedback discussion, people will often just shake their heads and smile. And, some have even been known to refer to it as 'deep magic' or add similar expressions of acknowledgement of the almost unbelievable accuracy of information. Some will identify a new feeling of confidence and enjoy acknowledging the qualities that make them unique. This is when the 'this is profound' exclamation may be appropriate as an expression of wonder at the new understanding accomplished in such a brief Personal Survey." This is what makes PDP the premier management tool that it is.

Other contributors include Michael Harell, CEO of Vista Host, Inc. and one of the very first users of PDP. He writes: "Bruce developed PDP from in-depth research. It has technological complexity for those who want it. But, the legacy of Bruce is that he used the science to distill an understanding of people down to the very basics." Joe Dowd, owner of PDP Promantek®, and a PDP Representative since 1980, writes: "I'm consistently challenging my associates to realize that PDP is so much more than just a great selection and screening tool. Even when a company is not hiring, there are people working that are hurting, or thinking about leaving, or not getting along with their boss or peer. PDP can help them clean up the workplace."



Even though it has been ten years since Bruce was at the helm of PDP, it carries on because of the commitment its extended "family" of clients and representatives have to using this tool to help organizations meet the challenges of managing people and helping them develop their talents. And, PDP carries on because Bruce's son, Brent W. Hubby, now heads up this family business. As Dan writes: "The work Brent is doing to continue Bruce's legacy is a tribute to the PDP founder; Brent's passion about his work is a living legacy that continues building innovation and empowering people.

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## BOOK LEARNING

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### *The Tools*

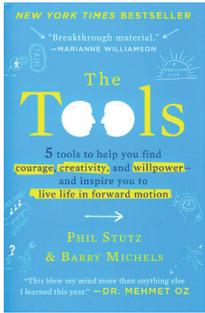
By Phil Stutz & Barry Michels

Spiegel & Grau Trade

Paperbacks, 2013

271 Pages

\$16.00




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*“Today the average patient wants more. They want to develop hidden capacities, and they’re willing to do the work to make that happen.”*

-Phil Stutz and  
Barry Michels

Phil Stutz and Barry Michels have an issue with psychotherapy: Its traditional methods focus patients on the past, when people want to solve their problems in the present. The tools developed by Phil Stutz provide real time solutions to five root problems that hold people back. There’s a specific tool to tackle each root problem, and, when practiced, Stutz and Michels claim that they connect users to five “higher forces.” Ultimately, these forces lead people to happier, more fulfilling lives. Here’s how each tool worked in one set of circumstances for at least one individual.

Vinnie was a stand-up comic who had become successful in the comfort zone of small venues. The prospect of striking out onto a larger stage made him feel vulnerable to the pain of rejection, something he didn’t want to experience, so he sabotaged all his manager’s efforts to expose him to higher profile opportunities. To overcome his fear, Vinnie used the Reversal of Desire tool. As he thought about calling to apologize to a night club owner he’d offended and ask him for work, he felt the pain he would normally avoid and repeated to himself the three steps of the tool: “‘1. Bring it on, 2. I love pain, and 3. Pain sets me free.’” He got results; the owner asked him to fill in for a cancellation, and he was a success.

Marcy used the Active Love tool to deal with the slights she felt from a dismissive manager. She needed to confront him and call his attention to her valuable contributions to his department, without conveying the seething emotions she had been harboring for some time. To prepare, she concentrated on feeling her heart expanding as it gathered in all the infinite love surrounding her. After her heart had contracted back to its normal size, she transmitted all the love from her own chest to her manager. As she watched and felt it enter his body, she felt a sense of oneness with him. She was then able to calmly voice her point of view about her performance. The result that this show of self-respect earned her was the long overdue raise she desired.

Jennifer was an aspiring actress, but couldn’t secure jobs because she had a tendency to freeze up during auditions. In fact, she habitually faltered in front of any group of people to whom she felt inferior. To overcome this problem, she used a tool called the Inner Authority. In front of an audience, even an audience of one, she first visualized her Shadow, that picture of herself that made her feel insecure, and focused all of her attention on it until she and the Shadow formed a unit. Then, she and her Shadow turned toward the audience and silently demanded them to listen to what she was about to

say. The resulting authority she felt unleashed her Force of Self-Expression and allowed her to reveal her genuine self, unconcerned about her audience’s opinion of her.

Elizabeth lived under a black cloud. Worries loomed over her, sapping her energy, harming her relationships and making her miserable. To counteract these mood darkening thoughts when they entered her mind, she slowly named the things in her life that she was grateful for, especially things that people usually take for granted. As she listed these, she felt a surge of gratefulness flow upward from her heart. Even after she had completed her list, she continued to generate her gratefulness. As a result, she felt energy emanating from her heart and herself, approaching what Stutz and Michels call the Source. Thanks to this tool, the Grateful Flow, she was able to gain some perspective and live a more normal and satisfying life.

Although clients experienced success with the above tools, many eventually quit using them. In fact, Vinnie hit bottom after giving up the Reversal of Desire, and all the gains he had made disappeared. That’s why Stutz and Michels developed a fifth tool to keep people on track. Here’s how Vinnie used the tool, Jeopardy, to rebuild his life and career: First, he imagined himself as an old man lying on his deathbed. Then, he imagined his elderly self rising up off the bed and yelling at him not to waste the present moment. The pressure that this image created motivated him to resume practicing the original tool.

No human being is a finished product, even though we may think we are; we all could use a boost in our own growth and development. That’s why we believe in using tools. The ones described in this book are simple and direct, as is the book. Each tool applies to multiple problems, not just those we’ve highlighted. Each chapter is followed by a section that answers questions about how and when to use the tools. And, summaries at the end of chapters provide concise reviews of the tools. In short, the book is user friendly.

There’s more to these tools than our brief descriptions reveal. Underpinning each one is that “higher force” we mentioned above. Yes, there is a decidedly spiritual aspect to these tools. Without endorsing any particular religion – the “higher force” means different things to different people, even atheists – Stutz and Michels claim that more and more people are now open to spirituality. In addition, they believe that the tools affect more than lone individuals; rather, their use ultimately impacts all of society.

## NAME THAT VALUE

A couple of weeks ago, we ate brunch at a lovely little restaurant in Omaha. While we were there, we noticed a sign prominently displayed by the kitchen entrance. It said “Work hard. Be nice.” Short, succinct and to the point, these words relayed the underlying values that management wished the staff to embrace as they went about the business of serving customers. And it appeared to us that they did. We were seated and served promptly, some special needs of ours were graciously met, our meals were well prepared, and everyone came to the table with a smile. It was a great experience.

So what values played out before us? Well, the work ethic for one. Everyone in the place moved in sync and engaged in productive activity. Also, respect for the individual was obvious. Everyone was courteous and patient as we placed our orders and made specific requests regarding our selections. The values of doing the job well and treating customers in a friendly manner played out in every action those employees took and every decision they made while they were on duty.

We know that the restaurant’s management also must operate from a value system as they set about earning a living, running a successful and profitable eating establishment, and offering employment opportunities with work that provides job satisfaction and fair wages. Work hard and be nice may apply to themselves as well.

We all have a hierarchy of values that forms the foundation for our actions and decisions. When we set goals that conflict with our values, values almost always take precedence. They are really the attitudes of our hearts and minds. They shape who we are, how we live, and how we treat other people. Our values reflect whatever is most important to us and are the keys to our motivation, self determination, a lifestyle with meaning, and the resolution to conflicts we face. They produce behavior that is beneficial both to us and to those we encounter in our personal and professional lives.

We’ve found that it’s interesting to identify value systems at work in some of the films we enjoy viewing. For example: Atticus Finch in *To Kill A Mockingbird* follows his conscience in a value system of justice and equality for all, as he defends a disabled black man accused of molesting a white woman. In real life and in *A Man For All Seasons*, historical figure Sir Thomas More, forced to choose between God and King, values the higher power and loses his life. General Joshua Chamberlain, as seen in *Gettysburg*, cares for the physical needs of deserters before rallying them

to join in and fight Confederate troops, because he values the preservation of



the Union above punishment. In the same scenes, he admonishes his brother to address him by his rank rather than his first name, because, under the conditions of war, he values the chain of command and fairness over personal relationships. Dot, star player of the Georgia Peaches in *A League of Their Own*, leaves the team to marry her fiancé returned from war, because she values the traditional role of wife over that of ground-breaking woman athlete. In *Tin Cup*, Roy keeps swinging at ball after ball until he finally hits one on the green, because he values personal accomplishment over victory. All of these characters are motivated to take action based on their personal value systems.

There’s a whole gamut of values and motivations described in the above mentioned characters. That makes sense; they hail from different eras, genders and backgrounds. But there’s something else that sets them apart from one another, too: behavioral patterns. Sometimes, we like to identify the behavioral traits of various historical and fictional characters, but our conclusions are only educated guesses based on what we read of them- or by them- and how we see them played on the big screen. What we can do, however, is assess real, contemporary individuals with our PDP® ProScan® Survey. Then we can discover specific combination of traits that motivate people to seek different positions and environments.

Each combination of behaviors points to predictable motivators for that group. For example, people who operate with a high degree of dominance are often motivated by the acquisition of power. Those with above average extroversion favor positions with perceived status. People with more patient natures seek out harmonious situations. And the promise of security draws those who tend to be more conformity and systems oriented.

While a ProScan can deliver information about the likely motivations of a prospective employee, a new direct report, or an assigned mentee, there’s no substitute for a good face to face interview. The ProScan report is the launching tool for those productive conversations that reveal a person’s deeply held values. Then the interviewer can learn about that person’s thirst for justice, her loyalties, her inclinations toward fairness, her love of tradition, her need for accomplishment, or if she firmly feels it’s important to work hard and be nice.

### Here’s A Thought

*“The moment one definitely commits oneself, then Providence moves too... raising in one’s favor all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamt would have come his way.”*

-W.H. Murray

as quoted by Phil Stutz  
& Barry Michels in *The Tools*

### Our Tools

Professional  
DynaMetric  
Programs®

ProScan® TeamScan®  
JobScan® Strat-Map®

Increasing Behavioral  
Flex Ability™

Integrated Planning  
Methodology™

Index of Workplace  
Attitudes™

Internal Marketing System™

Cultural Due Diligence  
System™

Closed Loop Performance  
Systems™

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## CLOSING THOUGHTS



### *from* DAN

You have to have vision to be an entrepreneur. And, you have to be fearless. Bruce Hubby, PDP's founder, was both. I remember him inviting us to tour the mountainside near Cripple Creek where he was going to stage one of his new projects, a passion play. For those who don't know what a passion play is, it's the dramatization of Jesus Christ's passion, death on the cross, and resurrection. Well, Joanie and I met him on the site, boarded his SUV and embarked on an excursion that we will always remember. As we bounced over rough roads, Bruce navigating around Colorado pines and foliage, he enthusiastically pointed out where characters would appear, gather, disperse, descend and ascend. It soon seemed as though his vision for the production would require no less than Cecil B. DeMille to make it happen.

If we had any doubts that he could succeed in this endeavor, trust me, we didn't voice them. For one thing, he'd already created a successful business against all odds. Who were we to say he couldn't accomplish this? For another, we were on a narrow road with steep drop-offs. He didn't need any negativity as he swerved and twisted with us in tow. Seeing that he was as certain of negotiating this terrain as he was confident of investing in the play made us feel easier about both. I have to admit, though, there were several times when he seemed

to be backing up onto thin air, and I just prayed that there was land beneath the rear wheels. Clearly, the man was as fearless as he was visionary.

I believe we can say that Bruce was a trail blazer – literally and figuratively. His vision of what lay ahead led him in many directions. Though those directions were diverse, he chose to pursue specific projects according to what he valued most. If we could have seen his personal compass, we think it would have been labeled F, F, P, and F rather than N, S, E, and W. Family, faith, people, and fun looked to be common underlying themes in all he did. Build a family business. Design a tool that helps people understand themselves and others. Dramatize the central event of Christianity. And enjoy the ride.

As we listened to his ideas for the production – the big picture of the whole thing – and saw how excited it made him to share his creative passion, we began to see it, too. Sure, it would take some earth moving equipment and engineering feats before the script, staging, casting and costume design began, but why not. Sadly, this idea never came to fruition. Not because he ran out of enthusiasm, ideas, or follow-through; he simply ran out of time.