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This test measures you in relation to 6 different styles and on a FUTURE INDEX that is a summary of a number of personal characteristics that have to do with people that work with futures questions or have futures oriented behavior and perspective on life, community, politics and economy.

The 6 styles are like roles we play on the stage, each style interacting with one another in the creation of the future.

The six styles are these:

- * Futurist
- * Activist
- * Opportunist
- * Flexist
- * Equilibrist
- * Reactionist

Each of us has more or less of each style - there is no one that is purely a Futurist, an opportunist or any of the other styles. Instead we each have a mixture of these style behaviors. The six styles we named partially reflect inherent characteristics that we hope are clear by the name we have used. While some style names may have a positive or negative connotation for you, read the descriptions carefully as they have both positive and negative attributes. Further into the text you will get a clearer picture of what the contents of the six styles contain.

First, here are some thoughts on the future and futures competence. Futures competence is defined as being prepared for the future and at the same time being able to act in order to bring alive a future that you personally believe in. There are naturally several workable definitions, but this is general and valid for this assessment.

At the point at which the future is created there are a number of actors that work together and influence each other. The future is formed in arena where these different actors meet and play with their own powers and abilities. We have captured six actors in this test (See definitions below.)

"The Future Plain" is an area where driving and inhibiting powers act.

The driving powers are generally the Activist and the Opportunist and partially the Futurist, who is actually more of a neutral observer in the

futures arena. Those that work as inhibiting powers in our model are the Equilibrist (the one that is always seeking balance) and partially the Reactionist that reacts against future plans that disturb his/her order or goals.

Finally, we also have an actor we call the Flexist, who, with good arguments from Futurists and Activists is the major style that makes change in society. In the first group of Flexist to make change we find a group with a lower change threshold, who find it easier to accept change or innovations. They are Leading Flexist.. The Later Flexist., at the other end of the spectrum, has a higher threshold of acceptance which is reached when they see that others have successfully made the change.

The future is created by all of us together and those who have a clear understanding of the roles they play on the futures stage have a better chance than others to actualize of the future.

Today it is more important to have futures competence. One important reason for this is the quickening pace of change that is occurring every day. Driven by technological development, and partially dependent on the environmental destruction that we create in our daily life. These make demands on us to act all the time and do it with a thought toward the future.

In addition to the styles, the test gives you the "strength" of awareness when it comes to your own contribution in creating the future. Certain test questions are associated to futures competence or ability as a Futurist and form a FUTURESINDEX. The INDEX tells you how strong your ability or attitude is when it comes to foresight.

The test gives you a picture of your style preferences (notice that you have scores in all the styles) where those that have the highest points are those you prefer to play!

Your scoring is:

Futurist: 42

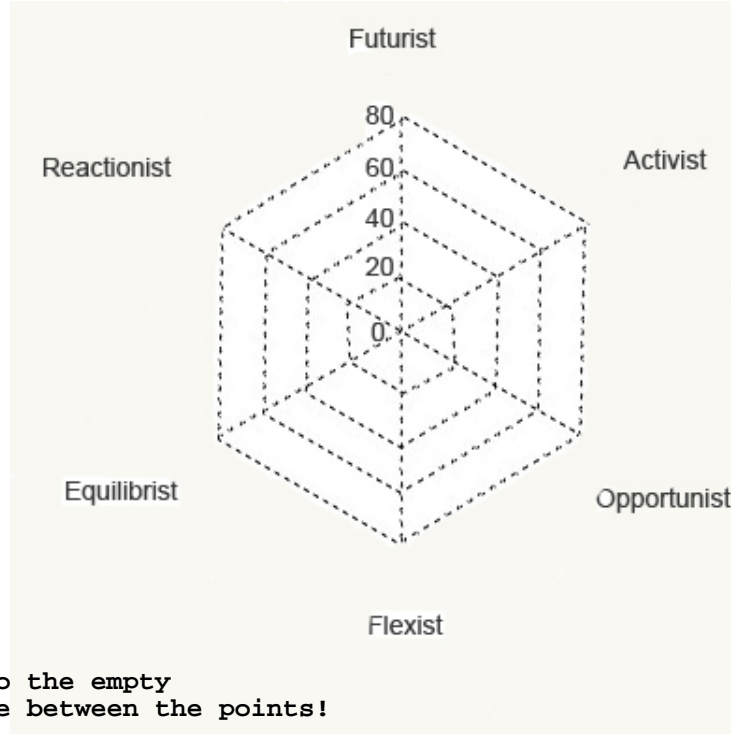
Activist: 21

Opportunist: 30

Flexist: 27

Equilibrist: 54

Reactionist: 54



You can enter Your values into the empty Diagram above, and draw a line between the points!

Futurist

Futurists have two sides: One side distinguishes between trends and fads, seeing trends far earlier than everyone else, far sooner than their breakthrough in the public media. They see these trends because they are knowledgeable about historical and societal patterns that others find irrelevant. They are neutral observers of what is happening in the environment around them. They understand that systems go up and down and that failure today could open the door to successes tomorrow.

The other side of a Futurist works to put forth messages that communities, politicians and companies need to hear. The messages tell of possible consequences of behavior and what might be expected in the future.

Futurists tend to think in terms of 25 to several hundred years or longer. They understand that trends have both a positive and negative character. They also understand that both chaos and order are a part of life and that one follows the other. Futurists always look for perspective; trying to see the whole picture. They believe that everything is connected and have little trouble understanding systems and how they work. They facilitate and support the development of best possible futures. They understand that complexity is a given. Futurists are oriented primarily to the future with an eye to related past events.

Like all other styles, Futurists are driven by a survival instinct. In this case the concept of survival might have to do with future generations as opposed to next week's election. They are confident in contexts where the future is discussed and formed and fall naturally to creating possible and desirable scenarios. In discussions prior to decision-making, Futurists find it hard to keep from pointing out what effect a given decision might have on related areas. Futurists encourage from behind and inspire.

Futurists' ability to see so far into the future is a handicap when working with other styles (see Group Members with Differing Profiles). While some may find their insights interesting, they don't see relevance to their budgets and their action plans.

Your points lie in the third percentile, which means that you belong to the 25% that have points just over the median line for this style. This means that at least 50% of those tested have lower than you and that 25% have higher points!

You seem to have an interest in futures questions as you lie just over median for this style. You probably have had an involvement in community or business issues that trained you to follow the news and possible expectations in the future. You are also interested in trends relevant to your work or life that others present and even make some attempt at evaluating them.

Activist

Activists are not observers, but a driven, well articulated force for a specific change. Activists are not satisfied with studying the future, but take measures in order to see that the best future is realized. Activists often gain insights from Futurists and spread them. They easily see possible negative futures resulting from today's actions and are driven to do something to keep that from happening. They are motivated by a strong commitment to what they do, whether it is changing a part of society that isn't working. or creating a new product that will make life easier or better.

Activists determine a course of action and commit themselves to that cause,

expecting that others will be equally enthusiastic. Their role is to introduce new ideas and innovations into the system or to fight for the implementation of a new system. Activists work in a divided time-frame. The division is between the need to propagate for instant change, all the while knowing that realistically many changes, both technical and social, take time. Skilled Activists enter a complex system and must be able to describe their innovation and the issues surrounding it in concrete terms that people can understand. Their task is to get people to relate to their cause or innovation and inspire them to do something about it. Activists are often specialists in one issue and the trends that affect it. Tragic or frightening occurrences are sometimes the source of Activists motivation, for example, the death of a child or a tragic storm.

Activists are oriented both in the present and the future. They value action and see the problem as central to survival, feeling its solution will solve many other problems as well (e.g. a clean earth will mean better health, higher quality of life) and often don't see problems (e.g. closing of non-environmental businesses, loss of jobs, costs of clean-up,) which may arise as a significant result of this change. Point-wise you lie in the second percentile, which means that you belong to those 25% that have points just under half in this style. This means that 25% of those that tested themselves had lower points than you and 50% had higher points!

You have some interest in acting on behalf of different futures questions, but that style isn't so strong that you can be called an "activist"! You lie just under the median for this style and that indicated that you possible are more of an observer than an actor!

Opportunist

Opportunists' driving force is surviving in the present. Opportunists try to change the future by assuring that the present is as good as possible. Quick changing fads and short-term goals are often the venue of the Opportunist. There are positive and negative sides to the Opportunists as there are in all the styles. Positive Opportunists are also good fund raisers for Activists' humanitarian causes and can keep funds flowing into an organization, enabling research and development among other benefits. On the negative side, Opportunists may be so focused on income that they loose the chance to reflect on the whole picture. The worst case scenario is an ethical breakdown. Opportunists don't attempt to solve the problems of the world, but contribute by doing the best possible for themselves and those around them. Opportunists expect that others will do the same. This is a linear-oriented style which relates to one issue at a time. We need the Opportunist style to assure that things keep moving. On the other hand, a system that encourages too many Opportunists has no vision other than riches soon collapses.

Point-wise you lie in the second percentile, which means that you belong to those 25% that have points just under half in this style. This means that 25% of those that tested themselves had lower points than you and 50% had higher points!

You score lies under median and therefore one can say that you are not the greatest opportunist in the world, far from it! You are more long-term in your thinking and follow your own values, not giving them up for the "chance of the moment". However, if given an opportunity that will enhance your values position you might be tempted to consider a short-term gain for the good of the future of your cause.

Flexist

Flexists also get things done; often administrative tasks, like getting customer/membership lists updated regularly. Flexists are grounded in the present, but are often curious about new innovations which can improve the survival capacity. These new innovations often come from Futurists or Activists. They need Flexists, who are the integrator of new ideas, to swell the numbers of users to reach the critical mass necessary for change. Flexists have the power to implement such change or to deny it. As with all the styles, Flexists are driven by survival.

Because Flexists are the pivot on which the speed of any change rests, it is important to look at the Flexists' spectrum. At one end we have what we call Leading Flexists. They are more likely to become interested in the ideas put forward by Futurists and Activists and adopt the new concept, behavior or innovation. Experts who advance these ideas are especially convincing to Leading Flexists. Their enthusiasm opens other Flexists to the advantages of the new idea. At the other end of the spectrum we find Later Flexists, those who adapt the new idea after it has been tested by many others. Their sources of information are not only experts but colleagues, trusted friends and family members who have successfully integrated the change. >From them, they can truly get a feel for the advantages and disadvantages, and thus avoid any teething problems that may have popped up earlier in the change cycle.

Point-wise you lie in the second percentile, which means that you belong to those 25% that have points just under half in this style. This means that 25% of those that tested themselves had lower points than you and 50% had higher points!

Just under average surely means that you have interest in new trends and that are on the way, but it doesn't mean that you are first to try them out! You are a little bit leery, taking things step by step. You read trends and news with a little bit of afterthought and don't rush into the future!

Equalibrists

Equalibrists see survival as a matter of staying in balance. They don't always understand that this need for balance is grounded in an innate and basic understanding of systems and how they work. Equalibrists strive to maintain balance but change is, however, an unavoidable characteristic of systems. What Equalibrists often do not understand is that systems strive for a balance that never occurs. A system in balance would mean homeostasis and there would be no exposure to stimulus, positive or negative.

A change in leadership at work can mean changes in policy and routines and introduction of a new technology which can mean loss of jobs. Equalibrists do not want to destroy the balance that exists and therefore they refrain from change. It is difficult for the Equalibrist to explain or to argue for or against a given change; they just know it would be a disruption. The Equalibrist is drawn to others who like balance and less change, thereby building group solidarity which encourages equality. Group-solidarity does not encourage individual difference, because it is seen as political.

The wish of Equalibrists is to keep things as they are even though they may not be perfect. They easily admit to existing problems, but only offer ways to avoid the problem as evidence of the system's innate flexibility. Unfortunately this sometimes takes the form of negative behaviors such as: keeping quiet, putting up with things, small thefts, etc.

Equalibrists work in the present. They are positive in that they keep the organization running, negative because they don't understand the gains which change could bring. Maintenance and replacement are the only needs acknowledged. The thought of a reinvented organization or any large-scale change is difficult and Equalibrists may be mistaken for Reactionists by their response.

Your score lies in the third percentile that means that you belong to the 25% that have points just over median for this style. This means that at least 50% of those that have taken this test have lower points than you and 25% have higher points than you!

You probably demand a whole lot of stability and equilibrium in your life and perhaps also in your workplace as well. The future can sometimes appear as a threat and you might try to hold out and ignore what is happening. You aren't extreme in this behavior, but you can surely handle most future changes in a sensible way!

Reactionist

This style plays an interesting role in assuring organizational survival. Most people usually see the Reactionist as a style that holds the organization from change and future development. This can be both good and bad. It isn't hard to see why it is bad, as Reactionists often have trouble comprehending the reason for change and or agree that planned benefits are worthwhile. Everett Rogers' (authoritative source of innovation diffusion) own father, a farmer during the famous "dust bowl" period of American history in the 1930's, was one of the resisters of hybrid seed corn. As a result their farm went dry and they were forced to move. The negative Reactionist finds the unknown as more of a survival threat than the known (even if the known is not good). For example, an individual specialized in the use and sale of a component to a ventilation system when faced with learning to sell and install the whole ventilation system will cling to that which is known even though his/her job might be threatened. It is harder to see the positive the Reactionist style contributes. Yet, the Reactionist style has the roll of keeping the Futurist, and sometimes the Activist from getting out of hand. Change for changes sake isn't always good. If Rogers' father had been schooled in more long-range thinking he could have explained that farmers having to buy seed-corn every season would be dependent on large corporations for their survival and tht could also have an effect on crop diversity.

The Reactionist has his/her eye on the past, seeing the good and the secure in that which worked (whether it actually did or not) and what is still working. The Reactionist keeps the group or organization from throwing out the baby with the bath water.

When working with a Reactionist: Through training a Reactionist can be taught to differentiate between personal security fears and those of the company or organization. If it has to do with the organization they can be taught to ask critical questions at an early stage of a change process. The Reactionist can learn to ask questions like "Why should we adopt this change?" Does the proposed change support and reinforce existing core values? What will it cost to make the transition from the old way of doing things to the "new-fangled methods"? Is this "cost of transition" justified by the incremental benefits of what is being proposed? [i] The Reactionist can learn to evaluate personal or organizational change using tools like "Futures Wheel"[1] and by learning how to keep up on the changes occurring in the organizational environment that could enhance or diminish the existing situation.

[1] See <http://www.framtidsbygget.se/E/trendanalys/index.htm> , for a simple version and <http://www.strategicexploration.com/i-wheel/index.htm> for a slick digitalized version, The Implications Wheel® by Joel Barker.

[i] de Jager , P., Resistance to change: A new view of an old problem,
The Futurist, Washington, May/Jun 2001,
http://www.humboldt.edu/~campbell/p403rdg_orgchg2.htm

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You have a tendency to react against expected future changes in those cases that disrupt you or are perceived as a threat. You might even react with anger and strongly refuse proposed changes in specific situations. But you are not extreme in your behavior!

FUTURES INDEX

The final portion is a test that measures what we call your Futures Index. The FI has higher possible points than what we have given the different styles. You can get as many as 300 points on this index whereas you can only get 75 maximum points for each of the six styles.

The Index is to give you an idea of about how strong you generally are in your futures competence as defined by the tests questions. It is a summary of all the questions in the test that we see as futures behavior, foresight and most of all, work in a direction towards a neutral and sober position to futures questions.

The higher the score you have on this index, the more you can identify your own world view and those of others, have perspective, see the whole picture, think in terms of systems, make associations and understand the interrelated nature of natural and human systems. You have a feel for the latest trends and can separate them from fads and are naturally a long-term thinker. You may have noticed over the years that people regard your ideas as too ivory tower and not at all practical. That is because your focus is on the future while theirs is on the present or the past! You have the ability to see the possible outcomes of certain behaviors on the job or in society. You feel a responsibility to help people see when those behaviors can lead to disaster.

Your score lies in the third percentile that means that you belong to the 25% that have points just over median for this style. This means that at least 50% of those that have taken this test have lower points than you and 25% have higher points than you!

You are interested in the future and perhaps you are one of those persons that now and then influences changes in the future for your workmates or those near you. You have a score on the index over the average and your ability to see consequences, identify trends see possible futures is quite good and you have ability as a futurist! You might define the future as 5 to 25 years, feeling that anything more is too far away to be accurate and difficult for potential clients and co-workers to care about.