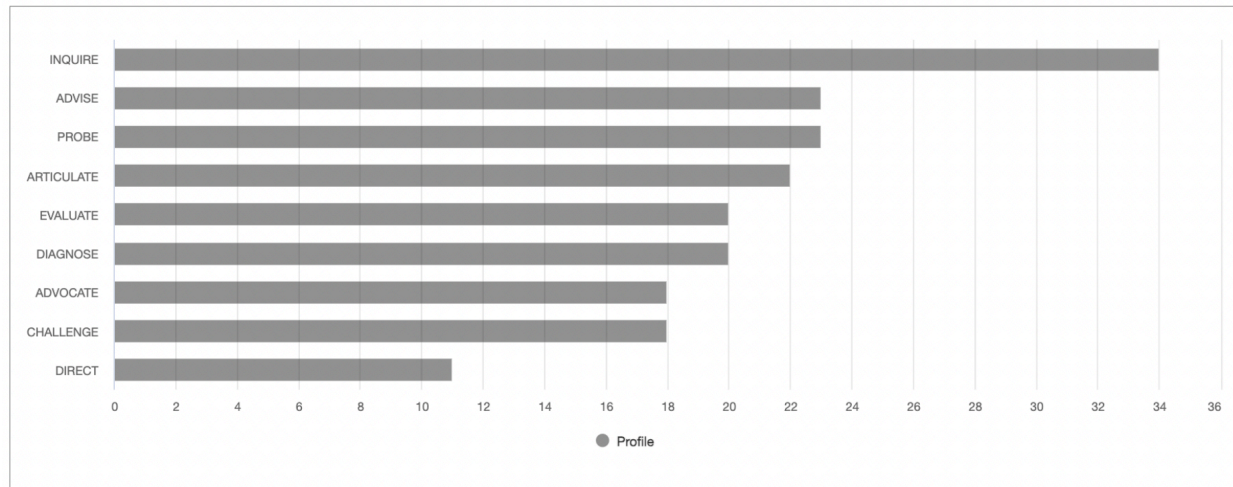


Map 5: The Track (tacit strategies)



The illustration provided here is of one individual's self-perception profile presented in the format which we call The Track. It shows how that individual scored themselves in terms of their use of the nine voices from most frequently used at the top to least used at the foot of the diagram. The scale shows the total number of points the individual allocated to each voice over the nine questions asked about each voice.

Note that VoicePrint profiles are highly individualised and this diversity is most apparent in the Track, where not only the ranking of the voices but also the shape of the profile vary enormously.

The Track is a very useful part of the profile to be explored, since it helps to clarify patterns that may not be immediately apparent from the High-Medium-Low categorisation that is used in the Triangle graphics.

Perhaps the most important feature of The Track is that it provides clues regarding the sequence in which the individual tends to deploy the different voices and also an indication of how much time and attention is invested in one particular voice before shifting to another.

In most cases (some 85%, in our research), there is one 'top' voice, which appears to be the individual's preferred 'starting point.' In some cases, as in this illustration, this is

the clear leader. In other instances it is closely followed by one or more other voices. This 'principal voice/s' pattern represents a primary strategy through which the individual sets the sort of foundation that they prefer for their actions and interactions. In the case illustrated here, the foundational strategy is to Inquire broadly and at length.

This Track suggests that where this individual goes next is either to their Advise voice (presumably having gained the information they feel they need from their Inquiring) or to their Probe voice (presumably because they feel the need to explore further and more deeply first).

Note that 'equal scores' often point to a choice point, or a fork in the path. It's useful to explore with the profile owner when and how they perceive and make such choices (or even whether they do so consciously or unconsciously).

In this profile Probing in order to Articulate or clarify the issue or situation looks like a secondary strategy to be employed when the primary Inquire - Advise strategy has not been sufficient.

Note that we seldom, if ever, use a strategy which works right through all nine voices. We are much more likely only to use what we need. This has the effect of making part of the repertoire into 'regulars' while the remainder become 'occasionals' - voices which are used more seldom, perhaps reluctantly and perhaps with less skill. It is useful to explore with the profile owner when such occasions arise and the awareness, sensitivity and skill (or not) with which they utilise their voices - in this case Direct, Challenge and Advocate, all of which are more assertive voices - on those occasions.