



YOUR TEAM SUCCESS PODCAST

Uncovering “The Why Of You,” With Debra Levine

Shannon Waller: Are you looking for new insight into how to improve your team's productivity? How to have conflict prevention, not just resolution. Stay tuned for a fascinating and in-depth interview with Debra Levine, the genius co-creator behind the amazing PRINT profile. Stay tuned.

Hi, Shannon Waller here, and welcome to Team Success. Today I have a very dear friend, someone who is absolutely brilliant and genius and is co-created the amazing PRINT profile. And I'm already making her blush. And I want to introduce everyone to Debra Levine. And if you're not familiar with it yet, the PRINT, which is short for Imprint, and the "Why of You" profile, which has been really transformational for us at Strategic Coach. So most of you, if you've been listening for a while, know that I'm very passionate about profiles. I think I love the insight that they give, but PRINT is kind of magical because it gets at something that is completely below the surface. So before we jump into that, Debra, first of all, thank you so much for hanging out with me to have you to myself. It's such a treat. Why don't you just introduce yourself because you'll do a better job and talk a little bit about who you are and how PRINT came to be because it's an awesome story.

Debra Levine: Fantastic. Thank you so much for inviting me, Shannon. This is as exciting for me as it is for you, hanging out with you. We could probably do this for five hours, but we're going to keep it short. Okay? So I am Debra Levine. I am one of the co-creators of the PRINT profile, the PRINT assessment, as Shannon said. I came to it pretty circuitously. I started off in the health profession, kind of backed myself into a corner as a microbiologist, and said, "Ooh, this isn't for me." My PRINT, by the way, would have, if I had known back then, many years ago, what my PRINT was, I would've known that profession was not going to be a good career choice for me. I went back and got my MBA, got a business degree, and met up with a gentleman whose name is Dr. Paul Hertz.

Paul is the other co-creator of PRINT. He is the one who got this whole thing started. I was a student, as a matter of fact, at the time. He was a professor. He has a PhD in statistics and operations management, and when he was getting his PhD, he met a gentleman by the name of Dr. W. Edwards Deming. So if anybody out there is familiar with the Total Quality Management Movement, the quality movement back in the 1980s, Deming was one of the most outstanding and profound gurus leading that movement. There were three of them, and he was the big one, but he did not have an organization. So he just had key people that were his proteges. And thankfully Paul Hertz was one of them. And through this process, Paul learned about Deming's teachings because Deming, by the way, was over in Japan after World War II, and he was the person who really helped resurrect their economy.

So he had a great deal of influence in the United States and a lot of credibility. That was when the automotive companies were starting to clobber us and electronics back in the '80s. Anyway, Paul was working with Deming at the time, helping him to deliver some of his presentations that



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were supported by GW University. And at the end of these presentations, there were like four-day workshops, and Paul would be on the stage with him. They would get rushed by the audience for consulting advice. And of course, Deming, who was 83 at the time, was completely booked up, and they turned to Paul one day and said, "Well, you are up there, you seem to know something, so can you come consult with us?" That is how we started our company.

So it was three of us, it was Paul, he was the brain trust behind this. Myself. I was like the gal Friday. By the way, they made me finish my MBA, like seven courses at one time to be done with it because I was like dancing around. And another individual who was at the university with us who was a presenter, and the three of us started the company. So we worked with organizations, manufacturing service, I mean large, small, the federal government to help implement Deming's principles. And while we were there, the statistical side, which we did, was called SPC at the time, but it was the precursor to Six Sigma, which is pretty important now. The behavioral side of Deming's teachings, which were built around the 14 points and improving communication, and team building, and collaboration, all those good stuff that we wanted, was a little bit amorphous and it was difficult for us to implement.

So we had a team of behavioral psychologists, at this point, our company had grown from three people to 30, and we were doing this domestically, 30, 40 companies at a time. The statistical side was not easy to implement, but it was very structured, and we were able to really help companies. The behavioral side was enormously challenging, and we did not really know how to tackle that. So we ourselves even developed some tools and some strategies, and we brought them out their leadership actions and they were excellent, but they didn't always land. And it was like, "Huh? Why was that happening? Why are we teaching all of these competencies and these strategies, and managers are still shooting themselves in the foot and doing all these crazy things, and people are not getting on board? And they've got good intentions, but they're dysfunctional basically." We saw a lot of corporate dysfunction, and we could not figure it out.

So we said, "Fine, we are going to look at the models that were out there, and the systems, and the assessments." Because we had no intentions when we started of creating anything. So not casting any aspersions. We went to what was available at the time, like DISC, Myers-Briggs. There were a whole host of them and they were excellent in the fact that they were able to explain the diversity of the way people think, the way they act, maybe the way they process information. But it just described, what? It didn't give us any more information. It was descriptive. So it put people in categories and groupings, and they were different from their behaviors, but we were seeking one question, and that was, "Why?" Why do people do what they do? Why did we see dysfunction? Why would somebody steal somebody else's ideas and present them as their own? Why would somebody ingratiate themselves to another person and to the point where it was so annoying that it would turn other people off? Why did somebody act out in the meeting? Why would somebody not share information that they had that would benefit somebody else?



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These were all behaviors that made no sense to us and we needed to understand the root cause. And that was where PRINT came from because we looked everywhere and we could not find the answer, until one thing happened. It actually was a spiritual counselor who brought us the Enneagram. Which would you like me to share, Shannon, what the Enneagram is?

Shannon Waller: Yes, please.

Debra Levine: The Enneagram is actually a spiritual model that has been around... It's ancient, it's been around since Pythagoras, believe it or not, it goes that far back. It was Pythagoras's spiritual signature, in fact. The symbol for the Enneagram. And it is a system, it's a typology and it describes people's behavior, but it had some profound impact on us when it was brought to our attention and we saw some benefits to it. It has been through the Sufis, the Jesuits, Jewish mysticism. It was always in an oral tradition. It hadn't been codified until the '60s and went through some teachers in South America who put it into writing and then it came to North America.

It is basically a personality model, which is not what we were actually looking for, but it had some pieces to it that we thought what were really cool, that we said, "Oh, we can work with this." So it talked about nine different groupings and kind of [unintelligible] and people behaving in healthy ways and unhealthy ways. And it spoke to us. And so initially we thought we were just going to use the Enneagram, but the problem, there were some issues with it, and I'm not casting any aspersions on the Enneagram either because we used the nine, one through nine for PRINT, and that's homage to the Enneagram because it was an important basis.

But the teachers of the Enneagram, and there's nobody who really owns it, there's a lot of different teachers, they put everyone into one single category and we couldn't find people's behaviors, or wants, or needs, or *why* to fit one category. So we did some work with that. We've found that people had two. Okay? That's a concept in Enneagram called wings. So if you're a 5 for example, which we can talk a little about what that means, your choices are 5 with a 4 influence or 5 with a 3 influence. And when we did our statistical analyses, 5-4 and 5-3 were really low on the charts, and 5-1 and 5-9 were the most popular ones, and so they were the most prevalent ones. So we did some work with that. But we started with this and we thought it was a really cool instrument to model to build on.

And so we spent five years working with it. But as I said, it was a personality model. It didn't answer the question, "Why?" Remember, that was always our goal. It was outside in instead of inside out. So we focused on the nine categories, but we wanted to look at what their core motivations were. What was driving behavior? Why were people thinking, and feeling, and acting the way they were? Why were they making those choices? And why was it on some days they were magnanimous and controlled in their behavior or they would participate, yet on



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another day they would hoard or they would act out and be aggressive or uncontrolled or unrestricted in their behaviors, or they would be non-participative and disengaged? So why were we seeing in the same person so many different behavior patterns? We had to figure that out on our own.

So the Enneagram was a starting point. We said we're going to take the nine groupings, we like that. We're going to find the underpinnings of those nine groupings and find the Unconscious Motivators, which is the terminology that we use, the core motivations, the *why* behind the behavior, which we figured out, took us five years to figure that out. And then we realized that wasn't enough either. Oh, then we had to develop an assessment, but I'll go to that afterwards. Then we said, "But that's not enough just to know motivations. That is telling us why, but what about how we show up?" So then, we had to figure out why were they different... This duality if you will, this- We're not linear, we're not flat surface, we're multidimensional. Why were we showing up in different ways in different circumstances?

So then, we went to Jungian psychology, and we added that to the piece because that was very fascinating, and we worked with a bunch of behavioral psychologists, so they knew all this. And Jung talks about the Shadow, the dark side, which is our emotional blind spot, and the dark side to our psyche, and we went, "Ooh." That explains when we're behaving in a way that isn't so productive and isn't working for us, even though we think it is, kind of that ego, the Shadow is the part of us that is not the ego idealization. So we show up in that less productive way. And then we said, okay, well, what's the flip side to the dark side is the light, okay? And we gave that a name and we called that Best Self. And now we're developing our models. We have Unconscious Motivators that came from the Enneagram. We have Jungian psychology overlaid on that with Shadow and Best Self explaining the dark side and the light side, which is the alternative.

And then we said, "Okay, we need a little bit more to add to this. What is causing us to be one way versus another way?" And then we said, okay, we did a little bit more research and we came up with the concept which existed already, but we adapted it, which is the concept of triggers, which are the stimuli that activate the Shadow behavior. And that's a whole story which we can talk about at some point if you want, about what triggers are and how they get the brain, the neuroscience behind triggers.

Then we went one step further and we said, "Okay, so we have unconscious motivations that are driving our behavior that we're not even aware of. Sometimes, we show up in our Best Self, our light side, sometimes we show up in Shadow, our dark side. Triggers are the things that cause us to go to the dark side, to the Shadow. We know where triggers come from. How do we stay more in Best Self and not go to Shadow?" Because ultimately we were seeking transformation. The goal and the mission that we always set out to do is, how do we help people be more Best Self, be that productive person?



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And then we bring into this amalgamation a little bit more, and we bring in some more modern psychology and tools like neurochemistry. We do a whole thing on repatterning with, I don't know if you know Herbert Benson out of Harvard, he did work with neurosignatures. Just a lot of brain chemistry, changing negative habits into positive habits and using affirmations to do that. We work with other aspects of positive psychology, mindfulness, CBT, a lot of tools to help take Shadow, which we all have and convert it into Best Self. That became our model. But there was one piece that was missing, put all the pieces together, and this is all Paul Hertz with team of behaviorists and I just chime in a little bit.

How do we determine a person's Unconscious Motivators? How do we determine their, "Motivational imprint"? Which is what PRINT is. Motivational imprint. Well, we started, Shannon, with having people try to self-identify. We wrote paragraphs, we had signs around the room. We're working with companies like... I don't know if I can share their names. We worked with a major cruise line, we worked with a bunch of other ones. We're trying to get them to identify. People couldn't. They either were wannabes, they related to 20, everything that was on the page, they couldn't figure it out. So we said, "All right, we're going to have to create some mechanism for an identification of a person's PRINT." And that was the development of the PRINT survey, which in and of itself is something that we're really proud of. And so that was the assessment, the tool, the instrument to identify a person's PRINT. That's our history. That's our story. Going from observing dysfunctional behavior to a PRINT survey with tools to stay in Best Self. And that was a five-year journey.

Shannon Waller: Fantastic. Wow. And it's been many years since because you've actually seen the impact. So two things I want to talk about. Next one is... Everyone, if you're listening, stay tuned because you will find out the very special offer which The Paul Hertz Group has made available to you as a listener, of the Team Success and connection with Strategic Coach. So stay tuned for that very special offer, which other people don't get. So stay tuned for that. Now, Debra, just in terms of results, when you did develop the PRINT survey, you started seeing measurable results that you had not been able to get at before. So that part of the business that the statistical part was measurable and working and all the rest of it, but behavioral part was not. So what difference did having people's PRINT results make in your consulting work with those organizations?

Debra Levine: Unbelievable. So here were the kinds of things that we saw dramatic improvements on: collaboration, psychological safety. Okay. So collaboration meaning people understanding the *why* behind other people's behavior. I'm going to elaborate on it if you don't mind. So collaboration was the outcome, but where that came from was, normally I would see somebody else's behavior and it didn't resonate for me or it irritated me, and I would say, "Oh, that pisses me off. That is annoying. They're doing that because..." I would fill in the blanks. I



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would probably get it wrong most of the time. I would write the story arc and we would be in tension, stress, conflict, whatever. That is the anti to collaboration.

Shannon Waller: Well, and the one more is they're doing it to tick me off. They're doing it on purpose to bug me...

Debra Levine: Exactly. On purpose.

Shannon Waller: ... and I would take it personally.

Debra Levine: Thank you. Absolutely. And then I would react in kind, okay? Because we are humans and we're not wallflowers and we go, "Oh, yeah, bring it on, bring it on." We then would say, "Okay, some of us might be retaliative, some of us would give a cold shoulder and stonewall." I mean, we all have different protective mechanisms, and so what we would do is just keep doing this dance back and forth, and companies did not understand why they were not getting the output that they wanted. So that's where collaboration came from. When I understand the *why* behind Shannon when she does something, I'm not affronted by it as much. I may not like it. It may not work for me, but I now have a lexicon and an understanding to go back to you and say, "We need to get this done. I understand, Shannon, you like to move at lightning speed, but I need to do a little due diligence because I like to get it right. So let's make sure we get both of our needs met and get the job done. Maybe it'll be shorter than I would've done. Maybe it'll be longer than you would've done, but we can come together and get a fabulous outcome."

And now we're working together not against one another. Collaboration, psychological safety. Everyone talks about being able to have healthy debate. Well, if you don't understand what's going on for people, you're not having healthy debate, you can't have constructive conversation. You can't bring something and not be concerned that somebody's going to hold it against you. So we either repress information, or we share it but we sugarcoat it. I mean there's so many things that we do for protective mechanisms. We can't have psychological safety unless we know what's going on and we understand people. We have to have that mutual respect. So that built up immediately.

Shannon Waller: Let me just weigh in on the importance of psychological safety. If anyone's not aware, there is a phenomenal- It's been talked about for a while, trust in organizations, there's lots of different ways of talking about it. But there's a phenomenal survey by Google on the most effective teams. They've surveyed over 250 teams if I recall correctly. And they determined which ones were the most successful, and they looked at everything. Google's going to analyze stuff, right? So it looked at the competencies of the people, their degrees, the ways of working together, all the gajillion of factors. And guess what? The number one determinant of a successful and productive team was the amount of psychological safety that the people felt. Which meant just as you've been saying, they can put forth an idea, they're not



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going to get slammed for it. They're not going to mention an idea one day and get a wicked criticism the next.

They actually feel safe to be able to put forth their ideas. Whether or not they're accepted or not, it doesn't matter, is the fact that they actually feel free to play in that sandbox. Just to tune you into just how incredibly important this is in terms of productivity and obviously for any entrepreneurial company, the profitability so much comes down to psychological safety. And that's just a quick introduction of how I learned about PRINT, was from our dear and mutual friend Adrienne Duffy, because I was looking for a conflict resolution tool for our leadership team. I thought we could do a better job of actually being able to resolve conflicts.

She goes, "Well, I've got a tool for you, but it's not for conflict resolution. How about something for conflict prevention?" And I was like, "Ooh, tell me more about that, please." Now I have to say I was a slow learner on this one, but she did my profile. She was kind enough to do my husband's and then she interpreted it for us. And then finally, the light bulb went on because, again, I wasn't clueing in quickly enough. And then when it went to our leadership team, and then it went to our whole company, now it's going to our whole client base. We just can't not have people know this information because it's that valuable.

Debra Levine: But it is conflict prevention.

Shannon Waller: Totally, right? Because when you know what is motivating somebody else versus you, because someone said this about Kolbe, but I think it is also about PRINT: "Before you know about someone else, you think everyone's like you, only not as good."

Debra Levine: [laughs] That's true!

Shannon Waller: Is that not the best quote of life?

Debra Levine: That is so true. Oh my god. Yes.

Shannon Waller: And now you get to know that your two motivations, there are seven more in 72 possible combinations, and you can just get so much wiser and all this insight. So normally it's the second result that you were talking about, but I just want to add those in because it's that flipping useful to know this. So you guys started to be able actually to measure and have some predictability with people's behavior if I understand correctly.

Debra Levine: Yes, we did. And so the behavioral things were the input variables. So we saw increases at innovation, we saw adaptability to change. We even saw being able to respect the leader who had a vision. And even though I'm not visionary and I might not even agree with it, but I understand where it's coming from and I have trust in this person. The trust level increased that I can march, which sometimes doesn't happen in an organization. Communication improved, but what that translated into, the output variables, the KPIs for the companies were



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margin increases. I could give you a ton of stories. Bottom line improvements, cost savings. I mean, we saw same store sales increase. So a customer satisfaction levels and market share increases. I mean, we've captured a zillion case studies. So this wasn't just feel good, touchy feely, emotional kumbaya. We had to do that to get to the point where companies were more successful as a result.

I mean, we have an incident where a \$70 million contract was salvaged—they would've lost it—because of PRINT. And this was a PRINT who is like you, Shannon, or like me in some ways, bringing another PRINT who was more of a thinker, a logical person to the meeting, and said, "I give you 15 minutes to analyze this because I know you're going to come up with something I didn't come up with." It's from a major corporation. And he did. And because she had a difficult time working with this guy. But after PRINT she valued where his contribution brought into the session to the meeting salvaged a \$70 million contract that went right to the bottom line because she valued the 5-9's input.

Shannon Waller: Right. So we should probably jump into what the nine motivators are. Because as we've been throwing numbers around, which I had about four or five of them memorized off the bat, I had to consciously work to get all nine.

Debra Levine: I know.

Shannon Waller: Of course, I remembered my own. That was easy. So let's talk about what the motivators are. Because if you're like me, you're like, "Okay, I want to know what I am." So stay tuned for that special offer because it's so fascinating. And if you have done your PRINT, because a lot of people have done the survey, the profile, instrument, assessment, whatever you want to call it. And it's not a test by the way, you cannot fail. There's no wrong answers. So let's be really clear and you're not getting boxed in. But it does reveal what is below the surface.

So all of these other profiles, of which I've done a bunch and I'm certified in a few, it measures what's below the surface, what underneath is motivating you from a deep emotional level and it's what you emotionally need. And also what happens, it articulates so beautifully what happens when your needs are not being met. We'll get into that. Those are more the triggers, and there's some brilliant insights about that. But let's talk about the nine because I think that would be a good place to go now to think through, "Okay." As soon as you hear the nine, you're like, "Oh, yeah, I'm that, I'm that, I'm that." And you're like, "Okay, I can't be all nine." So let's go through them in order, and you can quiz me if you want or I can have you do it. But you'll do a better descriptor of them than I will.

Debra Levine: No, it's you.. You want to start?



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Shannon Waller: Well, I think it's very ironic that the number 1 is to be perfect, correct, and right. Which is why it's number 1.

Debra Levine: That's your interpret- That's funny.

Shannon Waller: Well, that's what people have told me.

Debra Levine: Don't do-

Shannon Waller: But of course the 1 is-

Debra Levine: That's so funny.

Shannon Waller: I know, right?

Debra Levine: That's so funny. Do you know I never heard that in all these years? That's a riot.

Shannon Waller: But it was 1s that told me this, by the way, not me.

Debra Levine: Of course they did.

Shannon Waller: And you are one, so I think that's pretty funny. But just give me one or two more sentences about what the need and why of a 1 PRINT because I think that's essential.

Debra Levine: Okay. So first let me say, we use numbers one through nine, that's homage to Enneagram, but it's not personality, it's unconscious motivations that are driving the behavior. Like you said, under the waterline, we use an iceberg metaphor. It's under the waterline that is really the driver or what's accounting for why we show up a certain way. So everybody has two Unconscious Motivators and no Unconscious Motivator is better than others. We need them all. So the 1 wants things to be perfect, correct, and right, that is the underlying core need of the 1. And when that need is met, they are really visionary, and they are quality minded, and they have a great deal of integrity. When they show up in Shadow, when their needs are not met and they're being triggered and they're on autopilot and they are not mindful, they can be nitpicky and overly perfectionistic. They can be preachy. It's all of the opposite because what Shadow, by the way, is our Best Self that we've taken to excess to a degree, we've taken it, exaggerated it. And that's how our Best Self turns into Shadow.

So that's the 1, they want things perfect, correct, and right. 2s want to be needed and appreciated. They get rustled a little bit that it makes them sound needy. Does not mean that a 2 is needy. It means that they get needs met. They get other people's needs met and they want them to feel valued, but when they do that, it makes them feel needed, okay? So their needs get met by getting other people's needs met. It's a very interesting concept, and they like to be appreciated for that effort.



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Shannon Waller: 100%. I have 2s in my life, which is lovely. And what I know is they pick up on those cues. They have an antenna that I don't have because I'm not a 2. And they pick up on what other people need. So they're like scouts.

Debra Levine: They're reading that radar.

Shannon Waller: It's incredible. So if you are one or if you know one, like listen, because they have valuable intel that I'm not going to pick up on. I'm going to be in action doing my thing all the time. You'll hear what I am in a minute. But those 2s are so... 2s are tuned in. That's the thing to remember about a 2. And it's a dream, the amount of sensitivity that they have to what other people need. But to remember to say thank you and to deeply appreciate their contribution that gives them the fuel to actually keep going and wanting to work with you.

Debra Levine: And in Best Self they are the best caretakers, and advisors, and support, and listeners, and emotional support. I mean, there's no better, but in Shadow, when it gets taken to an extreme, they can be manipulative, and passive-aggressive, and a little bit overly ingratiating, and they can get really resentful if they don't feel appreciated and they don't get the [unintelligible] that's due to them because they put in so much extra. And by the way, every print has Best Self and Shadow, right? Okay, should we go to 3? 3s want to succeed and achieve, that's their Unconscious Motivator. So everybody who's listening probably says to themselves, "Oh, I'm a 3." Because we all want to succeed and achieve. People listen to podcasts are probably success-, goal-driven individuals. So I want to clarify that for 3s, that is the reason for being is to succeed and achieve.

For the rest of us that aren't 3s, the success and achievement is an outcome, it's not the process. For 3s, it's the process. So these are very goal-driven, great networkers, great communicators, very adaptable, flexible individuals that get things done because they got here and there and they know how to get there. But in Shadow, they can be a little self-inflated, they can be... cut corners, ends justify means, sometimes a little disingenuous about how to get there. Every PRINT has the Best Self and a Shadow. Everybody has the duality. The goal is to be the Best Self version of who we are. That's the objective, is to show up in the Best Self version.

Shannon Waller: So let's go on to number 4.

Debra Levine: 4s want to be special and find meaning in life. These are the individuals who do things with purpose. If it isn't meaningful, if it isn't purposeful, it's not going to fly for them. They put their heart and soul into everything. They've got very deep relationships, they're very also tuned in. Like 2s but for a different reason. They've got deep connections to other people. They're pretty individualistic. They march to their own beat.



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Shannon Waller: Yes.

Debra Levine: When that's taken to an extreme in Shadow, obviously, they can be impractical and a little histrionic, and overly emotional, and hypersensitive because they're very sensitive individuals. They can be a little dramatic sometimes and moody in Shadow. But in Best Self, they are very creative, highly creative individuals.

Shannon Waller: And they strive for that emotional connection. And one of the coaching tips I have here is avoid giving them too many mundane tasks because they need to be doing work that is purposeful and meaningful. That's what feeds them, and they'll work long and hard to do that. But you can't give them something mundane just because it needs to get done that. That's not going-

Debra Levine: And be careful in how you criticize it because their work is so meaningful for them that it's almost part of who they are, so it's hard to differentiate them. Okay, 5s want to be knowledgeable and smart. These are our thinkers, these are our data collectors, our analyzers, our theorists. They can connect those dots in terms of putting things together, in terms of a cogent way of thinking about things. A little disconnected sometimes in Shadow from their head to their heart. And they could be so overly focused on the data and the analysis that the action sometimes becomes a little bit deferred.

Shannon Waller: Interesting. So that's one of the thinking modes. Okay. Love that. Love that. And 5s are great because I'm not a 5, so I really rely on the 5s to give me the deep information. I did a Facebook Live with one of our fabulous Membership Advisors, and he's a 5. And we were actually talking about PRINT as one of the topics of our package, that we are describing some different profiles we make available to clients. And it was great because he just provided all of this context and detail that he loves analyzing in ways that were nuanced and less *doot-doot-doot* than I would've given them. So it was a fun parlay between the two of us because we just kept riffing off each other. It was very fun.

Debra Levine: But in the Shadow, they can go to so much techno speak and so much detail that they lose the audience. But they're so innovative, and they're also very rational and logical individuals, and calm.

Shannon Waller: That's one thing I've learned in my most recent PRINT training from you and Adrienne, was that 5s can be very innovative.

Debra Levine: Yes. Extremely. They can be real on the frontier, right on the cutting edge, because they're thinking in such... Listen, Paul Hertz, our president is a 5. Okay? So I mean, that's really what's... he's a 1-5, but his 5 is very strong, his minor is a 5, and his major is a 1. Okay. 6s want safety and security. They're best in predictable environments that are not high



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risk. And so they work best when they understand what the structure is, their role, and how they fit in. And they're extremely dutiful and diligent, but they can in Shadow- That's their Best Self. In Shadow, they can become risk averse too much. So they could become a little stubborn and inflexible. They want things a certain way. They don't adapt to change as quickly as they could. But they are the most loyal and vigilant people on the planet. You want a 6 on your team for sure.

Shannon Waller: Yeah. I have several and I have one in my family.

Debra Levine: There you go.

Shannon Waller: Incredibly loyal.

Debra Levine: Okay. So you want to tell us about 7, Shannon, because that's your major, your first number.

Shannon Waller: Yes, it is. And it's to enjoy life and be happy. So it's really interesting. I was realizing how much this impacts my language. And as both of you and Adrienne pointed out, you can just hear people talk and you can see what motivates them. Because if I say something is fun, which could come across as something frivolous, and light, and not substantial. No. Fun is the highest compliment I can give. And if I say something is not fun, it was horrible.

Debra Levine: Thank you for telling me that. I'll look for that. I'll make sure [unintelligible] I'm not fun.

Shannon Waller: No, it's usually an experience. I say that was not fun. It was hard. It was painful. It was arduous. That is one of the worst criticisms I can give. And you'll know it wasn't just not funny, it was really bad. So I was laughing at myself going, like, "Oh, there's my PRINT." As I was communicating-

Debra Levine: Your parade was rained on, right?

Shannon Waller: Totally. In this case, it was actually a painful experience physically, and it was really challenging. So you can hear it in the language. And this is true of all the prints, I just was clued into it because of my own. So yes. Some of the things in terms of the coaching, I love this: "Avoid exerting heavy authority and strict oversight." So we like to have fun and ways we like to have fun. "Keep conversations and instructions short and to the point." Yeah, don't belabor something. "Let them take risks and improvise. Try to be decisive and not overanalyze. Involve them in more during planning and idea generation." So I want you to talk about when a 7 goes to the extreme and when they're in Shadow. What does a 7 in Shadow look like?



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Debra Levine: Oh, they become a little shallow in terms of they don't dive deeply enough when it's absolutely necessary. So they can't discern well when it's time to really give something. Not that they can't focus, they just don't want to. The distraction is there. It's a more of a superficial rendering. The other thing is that they over commit. They just jump around between too many things. And so they never really follow through to the level that they need to when they're in Shadow. And the other thing is they miss problems because the reality is it's a fabulous thing that they're steeped in positivity and glass half full, and it's a negative because the negative part is that when you need to really see the issues that are happening and deal with them, it's really hard for them. They'll rationalize, they'll minimize, they'll just dismiss, and say, "Oh, it'll get better." They don't want to have to dive into the complaining and negativity that comes with problems.

Shannon Waller: So that really takes stretching oneself to be able to do that. I mean actually it was, well, someone was [unintelligible] years ago and said, "You look at life through rose colored glasses." I'm like, "Well, that's more pleasant than any other perspective, I guess."

Debra Levine: The question is, rose colored glasses I think are fabulous. It's when they're exceptionally rose colored, they're too rose colored that it's missing the realities of life. How is that?

Shannon Waller: And she was not that. So it just clashed with her. And we did not have the wisdom of PRINT at our disposal, and we were probably both in Shadow to be perfectly honest.

Debra Levine: Well, you probably triggered one another all the time. Spoiler alert.

Shannon Waller: And her PRINT was the same as yours, just saying.

Debra Levine: Yeah. Okay.

Shannon Waller: Which was interesting. And she'd had a much rougher upbringing in life than I did. So she had experienced those problems. She'd experienced the challenges, and I was like, "Things are fine." And she was like, "They're not fine." And for her, they weren't. That was her reality, which I could obviously come to grips with more. So that was an interesting dynamic for a long time. Let's talk about major PRINT 8, which we both share.

Debra Levine: Yes. Yes.

Shannon Waller: You're 8-1. I'm a 7-8. So you describe the 8. This is one you know well.

Debra Levine: Yes. It's always the hardest one. When I was writing the reports, every time I got to the 8, it was the hardest one for me to write. It's very hard to write about yourself. I only see myself in a positive light. All right. 8s want to be strong and self-reliant. So these are the commanders in chief, whether they're supposed to be formally or not, they will assume that role



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no matter what. Independent thinkers, very decisive, able to challenge a situation without any concern. No BS, they're not going to beat around the bush. They're going to get right to the point, direct in their communication, but really able to take charge.

In Shadow, you can see take charge can become bullying or over-, as my son-in-law says, I hope he's not listening, I can be overbearing, is what he says. And I'm always working on this. The staying in Best Self is a long-term commitment. They can be bulls in the China shop and overly blunt, cutting people off at the knees that needed a little bit softer approach, and maybe just emotionally dismissive and not because they don't... 8s have a very deep heart, but it's surrounded sometimes by a lot of armor that people don't get to see.

Shannon Waller: That is so true, and people don't actually appreciate that. But yeah, there can be a lot of armor and I think that's really interesting. The other thing is... We'll talk about them, pairing them together in just a moment. So I'm a 7 PRINT, which is enjoy life and be happy.

Debra Levine: Major.

Shannon Waller: And the 8 I always relate to being independent. And so I want to have fun my way.

Debra Levine: That's right.

Shannon Waller: Don't tell me how to have fun. Which is why, I mean, I picked up some watercolor during COVID lockdown, but I also went and bought myself a chainsaw.

Debra Levine: [laughs] How do you put those two in the same...

Shannon Waller: I know, right.

Debra Levine: ... in the same sentence?

Shannon Waller: Well, I like using my hands. I have zero tidy up genes in my body except when it comes to dead limbs on trees. And I was tired of taking a manual saw because I'm strong but not that strong.

Debra Levine: And you said, "I'm going to do it."

Shannon Waller: And I'm going to do it. And my husband refused to teach me and his chainsaw kept failing. So I went and bought myself a battery operated chainsaw, which I have to recommend anyone if you want one. They're light, they're reliable, and they're quiet.

Debra Levine: And you got those limbs off, and you felt so good when you did it yourself.



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Shannon Waller: 100%. I own three. I enjoy telling the story because first of all, it's hysterical. Who the hell owns a chainsaw, a woman? Anyway. Very few of us. It's entertaining for one thing, but I also realized it is fun my way.

Debra Levine: That's right. That's your song. Fun My Way. There you go. Your eulogy: fun your way.

Shannon Waller: She had fun her way. It's totally true.

Debra Levine: You're [unintelligible].

Shannon Waller: So you'll see an independence of spirit, you'll see an independence of action, I think, with an 8. And we see that with so many of our Strategic Coach clients because we'll talk about how they go into different patterns or different thinking, feeling, doing sections. But we see a lot of entrepreneurs with 8s because they don't conform to the normal...

Debra Levine: That's right. That's what it is.

Shannon Waller: ... bureaucratic ways of doing things. And they strike out on their own.

Debra Levine: They're also very resilient and they don't mind taking a risk. And whatever happens, they're confident enough that they're going to be able to pull themselves back up by the bootstraps very quickly, and then it's fine. They don't sit and commiserate over it too long.

Shannon Waller: Nope. They really don't. Awesome, thank you. All right. Last but not the least.

Debra Levine: And our last one is our 9. And they're not the last because they're 9. They're wonderful, and they're important, and they're critical. The numbers could be in reverse, okay? So tell your 1s that, the 1 could have 9 next to it. 9s want to have peace. Their Unconscious Motivator need, their core need is peace and harmony. So these are our highly composed, adaptable, diplomatic individuals that can see both sides of the situation. And really the gift that they have is able to reconcile that. They're really grounded and even tempered. And you just kind of need people that just don't get all crazy and anxious when things go amiss. They're just levelheaded. I mean I need 9s in my life to balance me out. There's no question about it. What happens in Shadow is that they can become so complacent, and so non-confrontational, and so conflict avoidant, that it leads to inaction, it leads to avoidant behavior. I mean that's really the thing that 9s have to work with. They don't speak up when they should. They will avoid a situation that is disconcerting.

Shannon Waller: That's powerful. So I'm going to jump ahead a smidge because when you complete the questions, the very dynamic questions. So remind me again of how many questions are actually in the assessment.



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Debra Levine: Yes. I was going to jump on that. So the survey is very different than any other survey. And again this is Dr. Hertz and his brain trust, his brain that it works at a level that nobody else's does. There are 750 questions. What we had to do was differentiate the nine. So basically, what happens is it's a game of round robin where they're playing against one another. So there's 750 questions in the database that we had to play with to determine which were the key ones to differentiate. But everyone only takes a batch. I'm not going to tell you the number, but they take the same batch. And after that same batch, everyone takes their own personalized survey because all the questions drop out except for the ones that scored high in that first round. Which means, "Oh, we need to drill down on those and start to differentiate."

So your survey looked entirely different than mine, and it usually takes us only about 10, 15 minutes if we're good at differentiating. And there'll be two or three that go into the playoffs if you will, until we get to the two at the bottom. So it ends up being probably around 60 questions average in total.

Shannon Waller: Yes. And you described it as we were talking before we hit record, it's a round robin, right? They circle around because they have to kind of fight it out to see which one, which I always think is kind of fun. The only two make it to the finish line and it's a process of elimination and it's dynamic questioning, which is very different than the Enneagram or a lot of other profiles.

Debra Levine: I don't know of any other that I'm aware of that work that way.

Shannon Waller: I totally agree. So it's really interesting.

Debra Levine: Well, it gets it fast.

Shannon Waller: Yes. Unless you're my daughter, took a long time.

Debra Levine: Well, every once in a while you'll get a few that can't differentiate, but it makes it fast and it makes it accurate. This was designed for the busy person, okay? The assessment and the reports were designed for people who didn't have time to sit and look at 20 pages of charts and graphs and narratives that they don't get anything out of it.

Shannon Waller: Which I love. So I want to jump ahead, as I mentioned, to the report. So I love the report, and you actually get three reports with one package, which is incredible. The first one is who you are, "Why of You." And this is so useful because in the first four pages are general, just context, just to remind you what you're measuring. And then the next pages, the next four pages, page five, six, seven, eight are very personalized to you. So I always say, "Okay, read the first part in case you forgot what you're measuring, but then go to page five, and make sure you grab a highlighter." Literally, I'm grabbing a highlighter. "And go through on page five because that's your anticipated Best Self and highlight all of the sentences. It's in paragraph



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form and you're going to feel like you just had some mystical tarot card reading because it's like how did they get me out of those?"

Debra Levine: I know. That's what everyone says.

Shannon Waller: Out of those answers. And it's amazing. So highlight all the sentences, you're like, "Yep, that's me, that's me, that's me." And you're feeling really good. And then you turn to page six, which is also good, also you need a highlighter.

Debra Levine: Grab a cup of coffee or a glass of wine.

Shannon Waller: There you go. Something to anesthetize you. I'm such a huge fan, Debra, of self-awareness, and truth be told, this is you in Shadow, potential Shadow. The nice thing about this even versus Enneagram, which I also like, but I got much more accurate results from PRINT, is that it's potential. So here's Shannon, you in Best Self. Here's when you're triggered what you in Shadow. I'm like, "Oh." Now, did I identify with all of it? No. But about 90%, yeah. And I actually got to appreciate my growth as a human being because I saw how I don't get as hooked by certain things. I don't do that anymore. There are still lessons to learn. Let's be clear.

And the page seven is the bottom line words. And I actually have my laminated version up here beside me, beside my computer where my anticipated and my potential is there. And this is actually what Dan Sullivan, brilliant guy that he is. Anyone who's in a clearing meeting with Dan before a workshop in the morning because we always have a clearing. We all have our laminated pages, and out of all of your anticipated Best Self, we all highlight five words that we are going to choose to, I say live into, that might be too [unintelligible] for some people.

Debra Levine: We say, "What are we bringing to this meeting?" Right?

Shannon Waller: What are we bringing to the meeting? What are we bringing to the workshop? How are we going to show up in Best Self today? This is really the question. And his is always fine because he goes energetic, and creative, and innovative, and all the things. And then his last one, he's a 7-3 PRINT. So enjoy life and be happy and to succeed and achieve. He goes, "And if all else fails, charming."

Debra Levine: [laughs] That's true. He can always rely on charming if he doesn't. That's so great.

Shannon Waller: And charming's on his list.

Debra Levine: Yeah. Sure.

Shannon Waller: Charismatic is on mine. And then I laugh my rear end off because my colleague Eleanora, who's a 5-6, she'll have words like dependable, and calm, and this. And I'm laughing because those words are not on my list.



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Debra Levine: There's that one word on yours or Dan's.

Shannon Waller: No. And I literally laugh every single time because I'm like, "Yeah, no, no, no, no." And then as a joke, sometimes Dan actually did the other day when he said, "Okay." Then he picked some words from his potential Shadow.

Debra Levine: Oh, he did? Because I thought he just-

Shannon Waller: Oh, just for fun.

Debra Levine: ... throw it out. Okay.

Shannon Waller: And then he immediately went, "No, no, no, no, no, I'm going to be this." It was kind of funny. If we were ever going to do a skit, we would probably do that.

Debra Levine: Well, you know, what we do is we have people say which Shadow I'm leaving at the door. Because that self-awareness... You know, intentions are scientifically proven. I always thought they were just great ideas to put out there. No, no, no. It is scientifically proven that when we state an intention that we are actually setting neurologically ourselves to avoid certain things and to do other things. There's scientific evidence to support that. So setting an intention of a Shadow that I'm going to leave at the door is setting an awareness boundary that I'm not going to show up a certain way. I'm going to show up this way. But even when triggered, I'm not going to show up that way. So that's-

Shannon Waller: That is so advanced. Oh my gosh, I love that. So as someone who's passionate about entrepreneur... Well, about how we show up at work, this is amazing. And what we'll leave at the door is what is a true potential for what could hook us and how we could not... Oh my gosh, I'm so going to use that in my next coaching session.

Debra Levine: Okay. Good.

Shannon Waller: And I have to tell you, which is kind of fun. So one of the reports is the trigger report. This is the second report.

Debra Levine: Yeah. That's my favorite.

Shannon Waller: Is actually my... Yeah. Your favorite too?

Debra Levine: It's your favorite too? It's my favorite.



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Shannon Waller: Oh my god. And you know why? Because I laughed my butt off because it actually says, okay. And the big insight, the massive aha, I think, for my first or second PRINT training, because I've had a few now, been lucky enough. Well, first of all it's when your needs are not getting met. But as you said earlier, it's when your potential Best Self is taken too far, you're too far on that extreme. And you've given great examples of that. So triggers, because I went through the list and I highlighted every single one. I'm like, "Yep."

Debra Levine: All 14 of them?

Shannon Waller: Yeah. Like slow talkers, people who only focus on problems and not solutions, like, oh my gosh, that drives me insane.

Debra Levine: And by the way, if we looked at your list and my list, they would have nothing in common. There's 72 lists, just like these 72 Best Self and Shadow narratives and lists.

Shannon Waller: But I laughed my rear end off. I felt so known. I felt so heard.

Debra Levine: That's it. Shannon, you are seen!

Shannon Waller: I am. And it was so fun. And it's interesting because my lovely, brilliant, beautiful sister, Julia, is a 4-2, and I'm sure me just existing, and breathing, and talking can trigger her and probably vice versa. But, of course, we love each other and we figure out a way. So the trigger report is so incredibly insightful. It is one of my favorite things about PRINT.

Debra Levine: So, what did you do with that, with the triggers once you knew that those are the ones... besides just an awareness level that this is what is going to potentially put me into Shadow?

Shannon Waller: Well, the coaching and the trigger board is so spot on. Number one is, be aware. The other two is, if possible avoid these situations.

Debra Levine: That's right.

Shannon Waller: Which I think is great coaching. And if you can't, ask why. Why is someone doing this? Strive to understand someone else's, what's motivating them to-

Debra Levine: Be curious.

Shannon Waller: Be curious.

Debra Levine: Instead of assigning intent, be curious.

Shannon Waller: Yes. And kind of pause before you react.



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Debra Levine: There you go. Those are it. Take the pause.

Shannon Waller: Yeah. So in stimulus response, that little tiny bit of space, and be curious, and ask a question, and don't assume that you know, because we know what the word assume means.

Debra Levine: That's right

Shannon Waller: Makes an ass of you and me. And be curious, and don't assume... we would call it negative intent. Assume positive intent versus not actually doing this to trigger.

Debra Levine: That's right. It's not a personal affront. They'll do this to everybody. Understand where it's coming from and find the middle ground, find the place to compromise.

Shannon Waller: 100%. There's so much wisdom in there. First of all, I feel totally seen as I think everyone else does. And it also has really great coaching, which I also love for how not to do it. And then the last report you get, also genius, is the role alignment. And the role alignment is so great. And I don't care if you own your own company or not, right? It's even useful if you are the owner because sometimes you may have designed a role for yourself that's not a good match for who you are. So in our Unique Ability, Who Not How, all the things, the role alignment is really a check and balance for, how have you crafted your company, and have you freed yourself up enough to actually be in Best Self or not? I think that is gold.

Debra Levine: And that's the goal. The goal of all of this is just what you said, which is really the nugget. How do we show up every day in our life in Best Self? Because that's when we're going to be the most productive. We're going to be the best entrepreneur, we're going to be the best team member, we're going to be the best parent, we're going to be the best partner because Best Self is our authentic self. It is us in our A game. And it isn't only for us, it's when we bring out the best in other people as well.

Isn't that what we want to do in life at this point? I mean, isn't that what it's all about? So these are tools to help people be more Best Self. Yes, we get market share, and collaboration, and all of those other wonderful things that we're in business and we want that, but at the core we're really showing up as better humans. And that was really what, if we go full circle, what drove us right from the beginning is, dysfunctional behavior was hurting people. It was hurting themselves and it was hurting others. And I don't think we realize the impact that we have on other people when we're in Shadow.

Shannon Waller: And the truth is, we can't separate ourselves, our personal and professional, we're the same human who shows up in both places. And when you are being your Best Self period, you're going to make the most contribution to your company and your best contribution to yourself, to your family, to your community, all the things. And as someone who is absolutely passionate about Unique Ability Teamwork, this is critical. How you take action on your



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motivations is that's more Kolbe, but we can have very different PRINTS and the same Kolbe or same PRINTS and different Kolbes that will show up differently. So this is the unconscious motivation, this is your motivational identity, which I think is so magical. So, Debra, it's time to wrap up. My gosh, you and I could take-

Debra Levine: We go on forever.

Shannon Waller: We totally could. So there is, and I have it available if I just can find it to pull it up. Strategic Coach has a very special offer from collaboration with The Paul Hertz Group, which I love. And this is a special offer which is available to you. So this will be in the show notes, we'll make sure it's available. And this is really only for Coach clients and people who are affiliated with us. And as a listener, you also get access to this too. So thank you for that. So there's a very special price, which is a big, I don't like the word discount, but special value. And I want to give you the code. It's very simple. There's an access code with the portal. You go to printsurvey.com/specialoffer. And the access code is **P8768**.

Debra Levine: And the P can be capital or a lowercase, it doesn't matter.

Shannon Waller: Great to know. So this is your window into the portal, which is very exciting. So **P8768**. Anyway, thank you, thank you, thank you for making this available to the listeners because I'm very excited because you may or may not be in the Coach Program and you still might want to know this. I know for me, I need to know my husband's, I need to know my children. And of course, I'd like to know everything about everybody because I don't want to trigger them. I don't want them to trigger me. I want to be able to show up in Best Self.

Debra Levine: And now you have a conversation, you can have that conversation. It's not personal.

Shannon Waller: And it really helped me understand why my husband and my eldest daughter are... They're PRINT twins.

Debra Levine: Annoying?

Shannon Waller: No. No, they're not. But they're the same person because they're motivated the same way. I'm pretty close. And then my other daughter is motivated completely differently.

Debra Levine: So did your parenting change for her as a result?

Shannon Waller: 100%.

Debra Levine: It had to.

Shannon Waller: A 100%.



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Debra Levine: Oh my God. We become such better parents when we know our own PRINTS and we know the PRINTS of our kids.

Shannon Waller: Oh, I know. And then we do it with our friends. It's crazy.

Debra Levine: We do.

Shannon Waller: I'm devoted to being a good parent. And I think with my eldest daughter that I'm just the best parent on the planet. Turns out she's just very similar to me personally. But then with my other daughter, I could be doing the same things. And just to your, exactly your point earlier, it could fail miserably, and I would not see Best Self behavior. So this has been gold professionally, but also personally. And I cannot thank you enough for that.

Debra Levine: Pleasure. I'm so glad we've been able to touch you and your family and hopefully the audience today.

Shannon Waller: I think we have. Debra, if someone did want to reach out to you or had some more questions, how is it that they can get ahold of you?

Debra Levine: They can contact me directly on my email. So it's debra@paulhertzgroup.com. And I welcome anybody writing. I will respond. I used to be on a 24-hour turnaround. I gave myself a little break to 48 hours these days as we get deluged with emails.

Shannon Waller: I love that. Debra, I can't thank you enough. This has been such a rich conversation, and I really appreciate knowing the context and the history. And both you and Paul are both 1 PRINTs. So the thing for everyone to know about, we didn't get to talk about PRINT wheels or personalities of organizations, but the Paul Hertz Group has so much integrity. With 1 PRINTs, you know that everything is going to be accurate, everything is going to be exactly what is promised. And I really respect, and trust, and appreciate your contribution to the world because it's been a huge contribution to me, to our clients, to our company, to our team. And I can't wait to learn more. And I hope we get to have this conversation again.

Debra Levine: Thank you. Can I say back, please? That we love Strategic Coach with your 7 orientation, right? And seeing life through a positive lens and a can-do lens. And we can make things happen, and we can bring change, and we can make things fabulous because those are people we want to connect with. So even our merger, our partnership really exemplifies how different PRINTs can work together in a collaborative way, so supportively and to really make a difference.

Shannon Waller: I love every second of that. Thank you so much, Debra.



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Debra Levine: Thank you, Shannon, for having me. And bye everybody. It was nice talking to you today.

Shannon Waller: Fantastic. Thank you.