

Example of Feedback on a 3rd CDF Case Study Leading to an IDM Master Certificate

Case Study 3a: (Social-Emotional Interview) – submitted by XXX (Interviewer)

Bit #	Prompt in use	Socio-Emotional Score	<i>Socio-Emotional Scoring: Questions to Ask:</i> 1) <i>What structural evidence leads you to these hypotheses?</i> 2) <i>What evidence leads you to reject other plausible counter hypothesis?</i> 3) <i>If you have a range of hypothesis what further information do you need to narrow the range?</i>	Justification	Otto Feedback
<p><i>OVERALL COMMENTS OL</i> Logistically, fragments not commented upon are accepting of your scoring and justification.</p> <p><i>ED</i> In terms of substance, this is one of the most exciting ED case studies I have read, here's why:</p> <ul style="list-style-type: none"> • <i>The interview is totally sure of himself</i> • <i>He is in constant internal conversation with himself as to what is shared with him, what is absent therein, what incitements for further insight it might entail</i> • <i>He is totally at the service of his own understanding, and this coincides with being at the service of the interlocutor</i> • <i>There is nothing the interviewer says that is anecdotal or off the interviewee's train of thought</i> • <i>It is simply a model social-emotional interview.</i> <p>=====</p> <p><i>CD</i></p> <ul style="list-style-type: none"> • Computing the Cognitive Score: <i>since you are listing TF weights separate from the TF scores in column 2 (although together under Justification), I am not finding your cognitive score at the end of your cognitive interview. That score states the proportions with which the speaker has worked in one of moments of dialectic. Since I have – I believe – corrected that in study 2 I surmise that you can now define the Cognitive score yourself. If not, we can go over it during feedback. The Cognitive Score [C%:P%:R%:T%] shows the proportional weights of TFs used by a speaker. So if you count up all weights of Process TFs, for example, you will weigh that against 7x3-21, the highest possible degree of using P-TFs, and determine a % that goes into the Cognitive Score. Just simple arithmetic. The weight of T-TFs used is the 'systems thinking index', which I take to approximate a person's POTENTIAL to advance toward higher levels of dialectical thinking.</i> • <i>Your interviewing is, again, very good, and in your scoring you have made the best of is in the data without importing your own inferences, thus staying close to the evidence.</i> <p>=====</p> <p><i>So this is a 'model case study' in my view.</i> CONGRATULATIONS.</p>					
			XXX 01:34		
			Yeah, you'll see it now. All right. So I'm recording this because you've agreed for me to record, I hope that is fine. [Yes, it is]. All right. Okay, good. So Tunde welcome to this conversation. The idea is for us to go through these prompts and then it's entirely up to you. It's your interviews so you decide which prompt you want to start off with. And then once we are done we will then go to the next one. So which one do you want to start off with?		

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			Babatunde Oginni 02:20		
			That's from this list of seven showing on the screen now		
			XXX 02:23		
			No there are 10 prompts and you can start from any		
			Babatunde Oginni 02:26		
			I think some instruction says something about maximum of five or so.		
			XXX 02:31		
			Yeah, usually because in an hour interview people don't go more than five so thats why. So you can pick up from anywhere.		
			Babatunde Oginni 02:40		
			Okay. I'll start from the first one. Success. I'll start from the first one.		
			XXX 02:52		
			So can you think of a time in your recent work, where you felt somewhat successful? Where you had a feeling that you had achieved something what comes to your mind?		
			Babatunde Oginni 03:04		
			Okay, so ironically, since it says a recent work so at my current place now it's a chain of retail stores in the South-South and South-East of Nigeria. Now, without sounding anyhow, it's being run. It was currently it was being run. As you know, I see it as it being run as a trader who is just interested in what you've sold today. But in terms of organization, in terms of structure. We didn't have this on ground initially. Now with the advent of myself and a few other people.,		
			XXX 04:22		
			yeah, I think I lost you.		

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			Babatunde Oginni 04:24		
			Yeah, I think one one of those. The main one, I think it was frozen. Okay. I'm back. Shall Should I continue to check if it's okay to record		
			XXX 04:35		
			it to record again? Again, yes, no		
			Babatunde Oginni 04:38		
			<p>So, at my current place, the organization is a retail chain of retail stores in the South-South and South-East of Nigeria. Now, what had been in operations before was just like, I mean, the best way I would put it is that it's been just a trading system not being run properly as a retail store. The business is really interested in, okay, we buy goods and we sell and what is the return? Let's just, we just see this money and we spend it. Now, for a proper retail store based on a few research that I had done, I'd realized that okay, how much is it costing us to even make what it is that we're making? The gross margins and so on? Those kinds of things were not being reviewed initially. So to put a structure in place, the first thing I did was I discussed with the COO that let's run each store as a profit centre. So what you generate that's what your store will run on. It was easier said than done. So the first thing we had to do was to review what other retail organizations in Nigeria were doing. I spoke to a few visited a few HR leads in those organizations and we realized, Okay, yes, we were on the right path in terms of our thinking. Now, to put that into context, and to be able to put it into practice, we needed to get the approval of the MD.</p>		
			Babatunde Oginni 04:38		

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			<p>We came up with the structure quite alright, but getting it out of the MD was a major task. It was quite Herculean, as in he is convinced that he has run the organization this way for almost three decades and there is no better way that you can run it other than the way it has been run currently. So I think inch by inch bit by bit we kept seeking audience kept explaining to him. When once he says a No, you know, I also tried to understand the kind of person he was, don't argue at that point in time. But you know, kept bringing up data, kept bring up information. And so in some cases, some results of what it is that it looks like if we go the way we are. Ironically, he's also not a data driven person. He just believes in his guts. So that made it a lot tougher to achieve this. Well, you know, like I said earlier on, bit by bit, you know, I kept chipping it in with him with the COO. Once in a while, you know, we did a pilot run eventually after he agreed. He said we should not do everyone so we did the pilot run with two locations in River State. So he saw what it looked like, you know, we kept giving him feedback. We kept pushing the guys also that the success of this structure that we want to run depends on them. So you know, it was something that involved a lot of change.</p>		
			<p>Babatunde Oginni 04:38</p>		
			<p>At the end of the day. You know, there were days he would request for the approvals because we got him to sign off on the structure eventually that okay, yes, this is it. Then there are days he will call you and say No, he doesn't agree with this thing anymore. He will cancel this from what he had signed. So, you know, that is also an indication of the kind of organization it is. A document that have been signed, also became something that was just depending on how we was feeling at any point in time, he will call for it and make some changes and sign off on it again. So you know, but gradually, we kept on pushing at least, I can gladly say that we have successfully implemented in all the 12 locations that the business has across the south south and southeast states of Nigeria. So you know, it was tedious. It was very tasking. It was a lot of work. But I think my lesson from this was that working more on the mindset of the man, I wasn't confrontational. There was no confrontation it was just trying to understand and give him a superior argument. Day by</p>		

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			<p>day, you know, when he makes those changes there was at no point did it become confrontational from my end because it got very tiring, I must be honest, but we just kept on pushing it kept on pushing it with data with information, engagement of the people that were actually at the forefront of implementing the changes that we were running.</p>		
			<p>Babatunde Oginni 04:38</p>		
			<p>So at least in under, how many months of I done here, March till now we've implemented that structure. And we've also completed the... because we also had to do trainings for the employees because it's a massive change. So we also there were also trainings for them to understand this is what the structure is like this is what your role is currently. So with respect to talking about something that was done successfully at my current role, and I think that will be one major one, there are still a lot of battles that have been fought but like I said, it's going to be taken one after the other so I think that's it.</p>		
			<p>XXX 10:24</p>		
			<p>Alright. So if I've heard you correctly, you've talked about the change of organizational structure and the fact that in spite of all the hassles that you went through, that the success you feel is coming from the fact that the changes are being implemented in all the 12 locations of the south east. So did I hear you correctly?</p>		
			<p>Babatunde Oginni 11:34 South-South</p>		

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			XXX 11:37		
			So what I've heard, is the story. Now, what I want you to help me understand is, what about that outcome made you feel successful? I mean, what is it about the change that was implemented gave you that feeling of success?		
			Babatunde Oginni 12:03		
			Okay. What was implemented that gave the feeling of success is I think in one word will be structure. We now have a structure.		
			XXX 12:13		
			Yeah, so beyond this, the structure is the content it is the outward projects that you guys implemented, what I want to understand is why did it have that feeling of success for you personally. What was for you the source of that feeling of success?		
			Babatunde Oginni 12:39		
	Success		Okay, I think for me, what will be the feeling of success for me will be the impact that that is having on the organization currently. As in I'm able to make a change and see the impact of that change as it affects the business, especially from a revenue generating point of view.	<i>Interviewee is showing early signs of a self-authoring person. Referencing an ability to actualize own vision ... " I'm able to make a change" ...and make an impact on another.</i>	<i>This may be so but the interviewee is not answering to the prompt which is about what he had to overcome internally to have the success he thinks he had;</i>
			XXX 13:03		
			Okay, so you feel like you're able to make a change. When you say you are able to make a change, how is that ability, you know, a source of success. Tell me a bit more about that ability you have to make a change making you feel successful.	<i>Interviewer is trying to establish the strength of the stage 4 displayed so far.</i>	
			Babatunde Oginni 13:28		
			I didn't get that.		
			XXX 13:31		

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			<p>I said, you said your ability to make a change. You feel that this is the reason why you're successful because you feel like you have an ability to make a change. So I want you to tell me a bit more about that ability. That feeling that now I have the ability to make a change, what is it about that ability that makes you feel successful?</p>	<p><i>Interviewer is trying to establish the strength of the stage 4 displayed so far.</i></p>	
			<p>Babatunde Oginni 13:53</p>		
	Success		<p>So I think the first thing will be the challenges that were overcome. Because ideally, if it were in a different setting in a proper organization, I don't think this would have taken us the pain and the time it took so I think the energy and the persistence that went into it were factors that give that feeling also. That at the end of it all, I mean, it happened.</p>	<p><i>The interviewee expressed a conditionality to the degree of the Stage 4 earlier expressed. There is a risk factor hinted by the reference to an "ideal organisation" suggesting that there is some external dependencies that needs to be overcome before this stage 4 may be realised</i></p>	
			<p>XXX 14:31</p>		
			<p>So you're referring to the fact that there was a lot of external challenge that required you to be persistent, that required you to continue to show a lot of push the fact that you stayed the course till the very end. Is that what I'm hearing that to stay the course till the very end?</p>		
			<p>Babatunde Oginni 15:01</p>		
			<p>Yes. And it made the feeling. It gave it a more worthwhile feeling.</p>		
			<p>XXX 15:14</p>		
			<p>So if I'm hearing correctly, what I have therefore heard is that it feels as if like you feel successful because you didn't give up until the very end. Am I interpreting correctly?</p>		
			<p>Babatunde Oginni 15:29</p>		
			<p>Yes. Yes. Like that's one of its Yes.</p>		
			<p>XXX 15:38</p>		

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			Okay, when you said that's one of it, are there other things behind that, knowing that you didn't give up is there more?		
			Babatunde Oginni 15:44		
			Yeah, knowing that I didn't give up. Well, I think the other thing I was thinking of was the persistence again, but I mean, it's the same thing of saying that I didn't give up. I think it's the major one, not giving up, and then seeing it through at the end of the day.		
			XXX 16:16		
			Sorry, my network is poor. Yeah, so I said that is it the feeling that you didn't give up that gave you that joy. And you said that it's a major part of it and I asked if there more. So can you tell me if there is more?		
			Babatunde Oginni 16:38		
			So I was referring to the persistence that went into it, but I think it ties into the feeling of not giving up also. So I think that's the key reason.		
			XXX 16:54		
			Okay, great. So let's talk about that a bit. So, the fact that you were able to not give up throughout all the pushback and the success, is that something that you felt like you couldn't do before?	<i>Interviewer is here trying to establish the historicity of this evolution. Looking for a confirmation of a 4(3) or lower.</i>	<i>The interviewer is also trying to get at the internal obstacles to success that the interviewee had to overcome to have success, in my view ...</i>
			Babatunde Oginni 17:15		
			Exactly! You hit it right on the head. That is that by default not Babatunde [<i>interviewee referring to himself</i>]		
			XXX 17:39		

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			<p>So I was asking you that, that feeling of seeing it through, you were persistence and you saw it play through. That feeling, was it because you felt like it was a newfound ability, that you didn't give up that you are feeling successful or what? Can you help me understand how not giving up on this particular occasion really helped you feel successful?</p>		<p><i>Here what has to be overcome, apparently, is "wanting to give up".</i></p>
			<p>Babatunde Oginni 18:14</p>		
1	Success	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	<p>Yeah, because for me, I think that act of not giving up, the act of continuing to push I think it's not that I think, it's not the who the default Babatunde is. So normally I would have I mean, it's something that I would have left if it was getting to me if it was giving me too much hassle it's something I would have left in the past. But in this case, you know, I kept pushing and tugging at it till it was achieved. So yes, that was exactly what it was, the old Babatunde, the default Babatunde would not push that hard for anything. As in especially in considering the circumstances around it. I will not normally have pushed that hard for it.</p>	<p><i>The interviewee is acknowledging here a self that is able to assert it self over an earlier less assertive self. Though there is still a lingering conflict, but it is getting more victorious. Hence the stage 4 is in ascendancy.</i></p>	<p><i>a first step into self-authoring territory, as you say</i></p>
			<p>XXX 19:05</p>		
			<p>Okay, all right. So now that we have established that the old Babatunde would not have you know, push through this far. And the new Babatunde is now you know, been able to push and see it through. Can you therefore help me rephrase that feeling of success in the light of the old and the new Babatunde?</p>	<p><i>Interviewer is trying to explore the possibility of a conflict hence pushing for a possible 4/3 or 3/4 in the worse possible case.</i></p>	
			<p>Babatunde Oginni 19:30</p>		
	Success	A recast of Bit #1 not scoring a fresh	<p>Oh, okay. So, I think considering that now, the feeling of success now, stems from the fact that the regular me would have given up at the mere or usually at the first or second sight of a major challenge, especially considering the personality of the man I was dealing with. But the fact that I pushed I pushed till we achieved the goal that was desired. is I mean, it's something that gave the feeling of success? In this case. I think what I will say is it gives an additional and an extra feel of success.</p>	<p><i>The interviewee affirms his ability to take a decision contrary to the "regular me" who would have been overcome by a stronger external other. The battle appears just newly won as he "pushed and pushed till we achieved the goal..."</i></p>	
			<p>XXX 20:31</p>		

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			All right, thank you. Is there is there more you want to say about success or you want us to go to another prompt		
			Babatunde Oginni 20:35		
			No, let's go to let's go to another prompt. Okay.		
			XXX 20:42		
			What other prompt do you want to go to		
			Babatunde Oginni 20:47		
			Let me see, it doesn't have to be in any other.		
			XXX 20:50		
			No, I mean, it's entirely your choice. You can pick any other prompt you want.		<i>This prompt was well done.</i>
			Babatunde Oginni 20:56		
			I think I'll do number 10 now.		
			XXX 20:59		
	Taking risks		Ten is talking about taking risk. So when thinking of recent situations where you felt you were taking or had to take risk either to accomplish or to fend off something, what comes to your mind.		
			Babatunde Oginni 21:11		
			So am I to talk about the scenario or the incident first.		
			XXX 21:19		
			Telling me just say the way it comes to your mind. Okay, I will probe you if I need more information.		<i>Good prompting; Your client is less anecdotal than previous ones, and probably due to your doing the interview ...</i>
			Babatunde Oginni 21:25		

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2	Taking risks	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	So early this year, I had to, I mean, I took a risk that was to fend off something. And the reason for this was that I was involved in things that I think were against my conscience and I took a risk by leaving a certain role without knowing what the next day was going to be like. And that was because I was I mean at my job I had before I was asked to make, to take decisions or to do things that I didn't believe in. So I left the job and not knowing what it was going to be like. So it doesn't sound like the first one, it's also something I would normally not do in my past life. But I think this time around it was I think I took a calculated risk. I weighed my options. I planned a bit, but still it's not something I would have done normally.	<i>The interviewee brings two "I"s to the party. An old I who would not take such risk and a new I who is taking "calculated risk". New demonstrates here an emerging sense of "ownership for its options and set of beliefs" and therefore a decision to act on it.</i>	
			XXX 22:42		
			Okay, so that's strength and you may want to connect this with the success prompts, you know, that strength to see it through, that strength to take these calculated risks. Where will you say it came from? Was there an external force that was strengthening you?	<i>Interviewer wants to explore if this 4-ish posture is driven by a 3-ish energy. Hence making way for a possible 3/4 hypothesis.</i>	
			Babatunde Oginni 23:12		
	Taking risks		Um, I think the critical thing here was that I wasn't, it was more against what I believed in and it's I just couldn't think of myself continuing to do it. So it was I don't I wouldn't say it was external. The decision was more internal. Because, you know, I was doing something and I wasn't happy with it. And I mean, I couldn't live with myself, day in day out, carrying out some of the actions that I was I mean, that I had to do. So, that was what led to the call I took	<i>The interviewee hints at the struggles but also confirms the victory of 4 over 3. Ruling out a 3/4 hypothesis at this time.</i>	
			XXX 23:52		
			so when you say you couldn't live with yourself, tell me more about that.	<i>Interviewer here wanting to re-confirm the strenght of the 4-ish posture</i>	
			Babatunde Oginni 23:56		

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3	Taking risks	S3/4: Conflicted over and unsure about own values, direction, worth, capability	Okay. I was having guilty pangs with respect to the actions in some cases that I was having to, I was being asked to take. There were against the ethics of what I believed in and also the ethics of the profession, in terms of dealing with people. So that weighed a lot on my mind, and I just felt like I mean, I wasn't comfortable living with it and continuing to do it.	<i>Interviewee shows a conflict of "guilt" that is weighing a lot on his mind. The conflict is pivoted on one side by a 3-ish ness (ethic of profession he belong to) and a 4-ish ness (ethics of personal believe). I give this a 3/4 in the end. I am open to your thoughts Otto.</i>	
			XXX 24:39		
			Okay, so I'm trying to follow your train of thought. So you said, you were not comfortable and you weren't willing to do it. So tell me a bit more about that sense of discomfort. Where was it coming from?	<i>Still unsure of a 3/4 interviewer wants to establish a counter hypothesis of confirm a stronger 3-ish posture.</i>	<i>Good probing</i>
			Babatunde Oginni 24:57		
			When you say where was it coming from, do you mean as in internally?		
			XXX 25:01		
			You tell me as in when you wake up in the morning and you experience that discomfort that makes you feel that you couldn't continue to do this, what was fuelling that sense of internal discomfort? Can you tell me a bit more about okay, where that inner sense of discomfort was been fueled from		
			Babatunde Oginni 25:30		
4	Taking risks	S3(4): In need of 'handholding' by physical others to act on own behalf	okay. I think the first thing is I think the symptoms to start with were firstly, I was I wasn't sleeping well. Those were the symptoms I wasn't sleeping well blood pressure, then I was having some panic attacks. Those were the symptoms. Now, what was fuelling all of this was that I was doing something against what I would call the principles I believed in. So that really unsettled me as a person. I don't know if that answers it.	<i>Interviewee focuses on his own internal principles here. But there is a tentativeness and uncertainty about what exactly those principles are.</i>	<i>You are successful here distinguishing S3/4 from S3(4); very good</i>
			XXX 26:12		

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			Yeah, Okay. So principles you believe in. Tell me about those principles. I mean, tell me about those principles.		
			Babatunde Oginni 26:22		
			So I think the most critical one will be treating people justly, rightly, equity and fairness basically, I think that was that was the critical thing. So I'll give an example. You've we've brought in an employee from an established organization. Hardly let people land, hardly let them understand the system and let them get into the groove of the work. Six weeks, eight weeks down the line. We're asking them to exit or we're firing them without proper counselling without any form of development plan without even letting them settle down to understand the system first. It was a source of bother for me in terms of managing people. So that's an example of the scenarios that I had that I was dealing with.	<i>Anecdotal not scorable here. We need to uncover the underlying concern a bit further.</i>	
			XXX 27:28		
			Okay, was it that you felt like your principles have been violated, because you couldn't stand up to, you couldn't force it on the organization, meaning that you felt organization was pushing too hard against your principles, and therefore you couldn't force your way through or what exactly, I want to understand the dynamics between your principles on the one hand and organization on the other that made you feel this way.	<i>Interviewer is trying to bring an "other" i.e. the organisation into the conflict to see how the interviewee responds in terms of strength of self-authorship.</i>	<i>Excellent sharing of your own internal conversation ...</i>
			Babatunde Oginni 28:11		

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			<p>So the first thing was, you know, it was an organization that claimed to hire professionals in various areas so that they could be run as efficiently and properly and to avoid such things. What however, I think it worked for a few months, where every subject matter area was run independently and with feedback, but suddenly, the principal became involved in practically everything and just wanted to run as I mean as the person deemed fit, Now with opinions and industry standards being shared No, you don't do things like this I mean, let's establish proper processes and procedures to deal with these things. It was met with serious resistance. There were a few cases where I mean I tried to push I doubt if there was I mean, there was I wasn't successful at any one of them. I wasn't so that was when I knew for me that I mean, it had become a situation where it was out of control. It was out of control. And I mean, there was no point for me continuing if it means that all I had to do was not knowing what awaited me in the morning. If it was just a case of fire X or fire Y or punished X for this or punish X for that without proper investigation into the level of involvement in anything. So at those points, it became clear for me that it wasn't the environment and that we are definitely not at that time.</p>	<p><i>Antecodal not scorable here. We need to uncover the underlying concern a bit further.</i></p>	
			<p>XXX 30:15</p>		
			<p>So did you feel like you were given instructions that you couldn't resist? Hence, it was that inability to resist those instructions that made you feel you're running against your principles, or what exactly? I'm trying to understand what it is that I'm hearing here?</p>		
			<p>Babatunde Oginni 30:40</p>		
5	Taking risks	S3/4: Conflicted over and unsure about own values, direction, worth, capability	<p>Okay, so well, let me say, I resisted I wasn't successful at not doing those things as in terms of... No, that's not the way to put it. I wasn't successful at convincing the principal for us to go through another route to achieve whatever it is we wanted to achieve. Once it was do "A" it was do "A" immediately. So you know, without any justification, I think that was the main thing. Some of these things were without proper cause and justification that I could explain to the recipients of the incidents that this is why this is happening. I couldn't justify it and I couldn't explain.</p>	<p><i>Interviewee's conflict appears to rest more on the fact that he need some external backing to carry through the situation and he felt unsupported and hence unduly exposed to industry expectations. I rate this a 3/4. I am not giving a 3(4) as this is not a case of extreme handholding.</i></p>	<p><i>This is subtle; on the one hand, the speaker operates in conflict; at the same time he makes, I think, a slight move to S4/3 because+ he is acting from the nothing that "I couldn't justify it", which is actually a way of asserting his own principles, although a negative one? So its 'doubly conflicted', in a way, the way I read this ...</i></p>

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			XXX 31:36		
			Okay, So coming back to that sense of, you know, taking a risk of fending off so when you decided to leave when you realize that you were not successful in convincing your principal and you decided to leave therefore, what exactly were you fending off in that decision to leave		
			Babatunde Oginni 32:04		
			so what I was fending off was the guilt that I was feeling. What I was fending off was the guilt. Also the impact of what was happening on me as an individual.		
			XXX 32:24		
			Okay, tell me a bit about that guilt, what I mean who was accusing you what was the guilt? Tell me about that guilt.		
			Babatunde Oginni 32:36		
			Ironically, the guilt was self because, I mean, I felt bad that people's life that I had to that the decisions I was implementing, were impacting. I bring someone out of a livelihood, then in a month's time, I'm throwing them into the deep sea. of not having a means of livelihood. So, I mean, these are some of the things that made me feel guilty.	<i>The interviewee appears to be taking responsibility for people's choices by accepting that (he brings someone out of a livelihood) hence his guilt. A tentative 3(4) is hanging in the air but I refrain from scoring officially this however at this time pending a review with Otto.</i>	<i>So, the speaker feels guilty in light of his own principles, again standing up for them but negatively so, so yet able to act on them in a more positive fashion ...</i>
			XXX 33:10		
			So did you feel guilty? I mean, I want to be sure I'm hearing you correctly. So you felt guilty because you felt you're responsible for making people jobless, or what? can you help me understand?		<i>Here you are at your best probing ...</i>
			Babatunde Oginni 33:28		

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6	Taking risks	S3/4: Conflicted over and unsure about own values, direction, worth, capability	Yes, that is it. That I mean, I took them out of where they were comfortable, with promises that I believed in when I started the job. And I was also able to convince people about these promises. Which was one of the reasons why I mean, a lot of people will tell me Tunde I joined because of you. So to now be the one to now deliver the news to them that you were going to be fired within six to eight weeks of leaving in your comfort zone was a source of challenge for me.	<i>Interviewee take responsibility for others point of view, feelings and thoughts. This appears to be a key aspect of the source of his feeling of guilt</i>	<i>Here again I sense a small drift toward S4/3 because he is standing up for his principles here, and that is his "challenge"; so it's a stance that seems to lie right between S3/4 and S4/3. To disambiguate that stance, might one have asked: "If you had accepted that challenge in a positive way, thereby embracing your own principles, what would or could you have done? ..."</i>
			XXX 34:52		
			So now the last thing I heard was that because you were the one who, you know, brought them in. You sold the organization to them. And then you been the very same person who had to terminate their appointment gave you guilt in some intances.	<i>Interviewer is trying to establish a basis for guilt.</i>	
			Babatunde Oginni 35:12		
			Without a cause I believed in without a rationale.		
			XXX 35:22		
			Yes, yeah. So at this time so what I wanted to establish now is the source of that feeling. Now at the time you are telling them, selling the organization to them. Did you at any time felt like you were hiding the reality of the kind of Organization from them. Therefore, you know, when the final outcome of the kind of organization came to life. You felt you know, you had sold a different picture from the reality. Was there any time where that may have been the case that fueled that sense of guilt?	<i>Interviewer is trying to establish a basis for guilt.</i>	
			Babatunde Oginni 36:08		

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			<p>No, no, there wasn't, at no point did I sell a dud to them. When I was selling the dream and the vision of the organization to them. It was something I really believed in. All of the issues culminated in the I think in the last maybe the last eight weeks of my stay in the organization was when things changed, and they changed very fast and drastically. In fact, I'll give you an instance of one of the things that happened. At about, say 11am that morning, we were discussing offers for one of our subsidiaries, offers to employees for one of our subsidiaries at 11am on a morning, and like 3pm the next thing I got was that we were shutting down the subsidiary totally meanwhile, we had engaged a few people into that subsidiary so that's it.</p>	<p><i>Though not a scorable bit, the interviewee demonstrates that there should be no basis for guilt as he did not intentional set out to deceive. Hence in holding himself responsible as he does - he provides justification for a 3(4) rating accordingly in Bit above</i></p>	
			<p>XXX 37:21</p>		
			<p>So just before we leave off this matter, I just want to establish the Tunde who was successful, you know, in the first prompt, and the Tunde who left this organization in order to fend off something, can you help me understand what is the relationship between these two Tunde's?</p>	<p><i>Sensing the we are now moving from an intialy 4-ish hypotheis from the success prompt to a near 3-ish hypothesis here. Inteviewer need to cross check the possible span of this interviewee development. Not hoping to find a pure S3 - but one never knows!</i></p>	
			<p>Babatunde Oginni 37:46</p>		
			<p>I think the relationship is that the Tunde that took the risk to fend off something I think is part of the process of the Tunde that now feels success or felt successful through persistence at something. So I think the time in taking risk, also give some time of reflection and it helped with the mindset in terms of.....</p>		
			<p>XXX 38:30</p>		
			<p>All right. I'm here sorry.</p>		
			<p>Babatunde Oginni 38:32</p>		

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			<p>So let me take that again. I said the link between the Tunde that took the risk and the Tunde that was successful is I think the Tunde ..that the experience from the Tunde that took the risk is one of the reasons why I have become a little bit more persistent and pushful about things. Because I don't want to, ... not give up is the thing but I will push until I can't anymore now. Until I realize I can't continue to push. I think that's the new me as far as the situation and circumstance allows me I will continue to push.</p>	<p><i>Interviewee clearly asserts that he is more than S3. So we 3(4) appears to be the base point here.</i></p>	<p><i>Here the speaker asserts new confidence in himself or herself but essentially on the basis of how s(he) perceives the org. environment, not internally ... ALTHOUGH it would have been good to ask: "If you were on your own in this, without support from the environment, how would you proceed?"</i></p>
			<p>XXX 39:31</p>		
			<p>So when you say as long as the circumstance allows you tell me more about what do you mean by that? Okay,</p>	<p><i>Exploring for a return to 4</i></p>	
			<p>Babatunde Oginni 39:37</p>		
			<p>So ironically, my new MD is very set in his ways. So it takes it takes a massive one to move him. So I think it's part of the learnings I'm taking from working with him especially since I am supposed to be his right hand man and work with him directly and very close to him. I think it's part of the experience now and because the organization has been in such a way that it's not set up at all. There are a lot of things that I'm having to push with and various business heads with him to ensure that we achieve a different organization we move the organization to a new place. So it's I think it's a learning curve for me also and it's a building process.</p>		<p><i>"pushing" seems a pervasive metaphor for this speaker, and I wish you had explored it: what is s(he) pushing, herself – and to do what? – or others?</i></p>
			<p>XXX 40:35</p>		
			<p>Yeah, so would you say that the Tunde who left your former organization to fend off something was not persistent enough? Is that what I'm hearing?</p>	<p><i>A very aggressive line of questioning to provoke a clear S4.</i></p>	
			<p>Babatunde Oginni 40:48</p>		
7	Taking risks	S3/4: Conflicted over and unsure about own values,	<p>No, not that I wasn't persistent enough. I think. I think I've gotten to my limit then. If I will put it that way. I tried but I had gotten to my limits then. Maybe well, don't let me say I had gotten to my limits, maybe I could have pushed a little bit more. Maybe I could have</p>	<p><i>Interviewee making a subtle admission of a stage of consciousness no higher than S3/4 in this bit</i></p>	

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		direction, worth, capability	pushed a little bit. I think there was an incident that really triggered the giving up.		
			XXX 41:16		
			Alright, is there anything you want to say about taking risk before we move on to another prompts.,		
			Babatunde Oginni 41:21		
			No I think I'm good with that.		
			XXX 41:23		
			Okay. All right. Is there another prompt you want to talk about		
			Babatunde Oginni 41:33		
	Outside of		This one is a very dicey one, but I think I'll take it number five "outside of"		
			XXX 41:40		
			Okay, so as you look around in the workplace or the family, where do you see yourself as not fitting in being an outsider and how does that make you feel?		
			Babatunde Oginni 41:53		

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	Outside of		<p>So in the workplace today I struggle to fit in and disclaimer first. I'm not someone that plays tribes. But where I am today, I'm a major outsider. I'm the only one from my tribe. And, you know, it makes me feel exactly that word like an outsider. Like, you know that word minority that plays a lot in the Nigerian parlance is a major one for me. So just imagine you're in meetings, formal meetings in the organization. You're talking, we are discussing serious things and suddenly, the conversation breaks into Igbo language. And it just goes on and on like that, you know? And I'm looking at each participant's face. There's someone here who doesn't understand this language. So can we please stick to English that everybody understands so that we can continue this transaction? And you know some of the kinds of comments I've gotten is that, you've stayed here long enough you should understand the language by now and they continue in the language, once in a while, they will listen to me. But so that is one major area for me currently.</p>		<p><i>I am inclined to score this bit as S3/4 but maybe you have enough of these already ...</i></p>
			<p>Babatunde Oginni 41:53</p>		
8	Outside of	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	<p>I am trying to not learn the language I'm going to be very honest. I'm not I'm not learning the language. But what I tried to do is that I try to engage each person outside of the formal setting, to let them understand that I'm lost in some critical conversations during the meeting. And by virtue of my role, it doesn't help me because then I'm unable to carry out some of the assignments that I need to carry out if, during a formal or business meeting the conversation just turns into a native language. So there are times what I jokingly do when the conversation continues then me too I speak Yoruba, and then everyone just looks at me shocked like, Okay, I said, Exactly, that's how it feels. But unfortunately, it happens. It still happens and it happens a lot.</p>	<p><i>It appears that there are times where the others point of view (i.e. decision to speak a local dialect) becomes determining trigger for the interviewee decision to speak his own dialect too. Although without ultimately swaying the interviewee to identify with the others points of view</i></p>	
			<p>XXX 44:25</p>		
			<p>Okay, so when those moments occur where they speak the local dialect, which you don't understand and you feel an outsider, what's going through your mind in that moment, can you help me understand what is going through your mind in that moment?</p>		

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			Babatunde Oginni 44:50		
9	Outside of	S4(3): Nearing self-authoring but remaining at risk of regression to others expectation	So really, it depends at different times I feel different things I must be honest. There are times I'm just aloof. I don't care. When you are ready you will all come back to where we all I mean, can unite. At times I call their attention to it. We're discussing something serious here, please. Can we stick to the agenda and stick to the official language? Jokingly, because I must be very honest with you. I also. I also am thinking of not stepping on unnecessary toes in terms of I don't know, for some reason, just somewhere behind my mind. I'm planning for my safety also. So I just jokingly tell them at times, once in a while, it's serious depending on circumstances. So really, I don't have I don't have a fixed I don't have a fixed way of reacting or how I feel. But most times, I just feel I mean, our purpose here is to drive performance and move the organization forward.	The interviewee appears to be able to rise above the opinions of the many others around him by "staying aloof" as a strategy, he is able to ascertain his position by bringing the other to where he wants them. There is a sense of concern for his "safety" that creates a need to distance to "protect" himself somewhat.	Here I favour S4/3 because the speaker is not boasting to be anywhere near S4; in fact, he 'plans for safety', thus taking a stand by so as to keep it safe.
			Babatunde Oginni 44:50		
10	Outside of	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	So if I have by virtue of my role, I'm supposed to drive the various functions of the organization with the MD and I'm being lost in during critical periods of a conversation of a business conversation, then it is. It's tough for me to do my job under those circumstances. So but I make it clear to them more often than not, very few occasions. Yeah, it makes it makes it difficult to do my job more often than not, I would voice my opinion. I will make it known to them immediately. In fact, so as it is today, if I'm being honest also I think it has reduced, it still happens, but the frequency of it has reduced. So, but of course, the fact that I'm in an organization of about 800 people and I'm the only one from a particular side of the country, a geopolitical zone of the country. Even though it doesn't happen, I mean, the meeting one is separate but the fact that in terms of the physical numbers of it also. But it is what it is.	Interviewee expresses a conflict between his ability to execute his role and the fact that he feels like an outsider due to language and ethnic barriers he experiences. His last comment here :It is what it is" - suggests a detachment for the limitation effect of not being an insider.	In contrast to your interpretation of "but it is what it is" one could argue that this statement is one of resignation rather than detachment, and thus more of an S3/4. What do you think? Let's discuss the evidence ...
			XXX 47:57		
			Okay, so there was a word you used, you talked about you been mindful of your safety. And you know, what exactly do you mean by that?		

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			Babatunde Oginni 48:13		
			<p>So why did I say that? It's because I don't know somewhere in my subconscious, and I'm being overtly friendly with a few people just to ensure that okay. I'm trying to find a way to say this, but I'm being overtly friendly with a few of them just to have them on my side, just in case and I don't know for whatever reason, apart from the fact that the news about the area, even though I've not experienced anything or in recent times, but the news about the part of the country where I am now and the places where we have our operations are not that palatable. So it gives me reason to be extra careful. If I was I mean, in my own zone, things I wouldn't think of I'm planning for them here. So it's part of why I tend to manage people</p>	<i>Anecdotal not scored.</i>	<i>This sounds like an S3(4), don't you think?</i>
			XXX 49:22		
			<p>Alright, so Okay, so I just wanted to be sure I understood what you meant by that. So we just have one more thing before we leave off this prompt. So you talked about how you are not a part of the locality, in the sense that you are from a different ethnic group. So and that it affects you from executing certain things in your role. So what I want you to help me understand is, how are you then able to marry that conflict between you fulfilling the requirements of your role and you being left outside of the totality of the organization that you're supposed to be a part of?</p>	<i>trying to explore the conflict in more detail to get a clearer sense of where else it resolves towards.</i>	
			Babatunde Oginni 50:26		
			So I mean, I didn't get that question.		
			XXX 50:30		
			<p>How are you able to manage the conflicts that may arise between you fulfilling the requirements of your role and then you feeling as an outsider in the organization that you are a part of because of your ethnic difference?</p>	<i>trying to explore the conflict in more detail to get a clearer sense of where else it resolves towards.</i>	<i>That's a great re-formulation on your part</i>

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			Babatunde Oginni 50:49		
11	Outside of	S4(3): Nearing self-authoring but remaining at risk of regression to others expectation	<p>Okay, so how have I been able to manage it? What I have done is obviously, there are a few of them that understand me and that, that I can walk up to and ask for interpretation. So one of the things I do is that once I have the key highlight of that session, I go back to the few ones that I have who are patients with me to help me understand what it is that I need to have to be able to do my job, so I do that. Then once I have that, then I go to the subject matter in itself as in this is the task for you, this is the feedback for you. What are the updates? What do you need my help with? So that way, even though it requires extra time and extra efforts in terms of carrying out my assignments, but that's how I get it done for now. So there are still a few people that I can relate with and that we flow for lack of a better word on the same level. At least that's my assumption. So they are able to help me break it down. This is what I mean was said and this is the feedback then I'm able to capture it and I am able to follow through with it.</p>	<p><i>Interviewee doesn't hold the circumstance responsible for his action, rather take full responsible for own result and can articulate a theory of how he functions as a 4-ish self?</i></p>	<p><i>One might argue for S4/3 here since he has to engage others to get support to stick to his conviction, rather being able to boost being independent of such support; for me, this bit is right between both scores ... but you can give him the benefit of doubt and score like you did.</i></p>
			XXX 52:17		
			<p>Okay, so when you have those people help you digest what is going on, how does that moment feel like when you have people help you interpret what it is that you felt initially an outsider about, does that help you now feel like an insider? What does that mean to for you?</p>		<p><i>Excellent probe ..., you are an expert now ...</i></p>
			Babatunde Oginni 52:44		
12	Outside of	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	<p>Ironically, no, it doesn't help me feel like an insider but I mean, just knowing that I have a few of them like that obviously makes it better because then it means I know I can still get my purpose fulfilled in terms of the tasks that I need to do. I have them there. I mean, I can refer to them as more than colleagues, I can in fact refer to a few of them as friends. So when it is just us, I don't have that feeling of being an outsider, when it is just me and one or two of them together. Like that, because then I know whatever conversations it is that we're having be it formal or informal it is in English and if they have expressions that they would like to make in their languages, they take the pain of finding the literal translation into English for</p>	<p><i>Interviewee is not expressing any concern or interest to belong to the insider group. A hallmark of someone gone past 3-ish stance. He however create a small inner group to overcome this need to be inside the larger group and uses it to serve a 4-ish posture.</i></p>	<p><i>So it is his colleagues that he feels are his friends that permit him to manifest S4/3. Is he saying he couldn't do that otherwise, thus manifesting S3/4. It speaks badly of the organizational climate that it creates the kind of insecurity that we witness here; HR should know about it doesn't 'see' here, it seems to me; they are in dire need</i></p>

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			<p>me. So I mean that helps a lot. And like I said at that point, when I'm with those people all in the I mean in that set of people, I don't feel like an outsider. Because I think I've built a bond both a professional and personal relationship with them.</p>		<p><i>of knowing about developmental theory ...</i></p> <p><i>So here feeling like an insider or outsider is out the speaker's control since it depends on his colleagues, not her- or himself. So one might opt for S3/4 here, since any self-authoring he might manifest is based on the support of others.</i></p> <p><i>This is a fine example of the 'oscillation' between stages I have been speaking of, that uncertainty in the social environment at this stage of development leads to a 'wobbly' centre of gravity ...</i></p>
			<p>XXX 54:07</p>		
			<p>Okay, so what I'm hearing now, I think what is coming out is that there is a close group of people within the larger organization, I mean to say a close group of people that when you're with these people, you don't experience that outsider feeling. But when you go outside of that group, that is when you experience this outsider feeling. Am I interpreting you correctly?</p>		
			<p>Babatunde Oginni 54:35</p>		
			<p>Yes. Yes. Even though that number is less than is about five out of the 800 that were talking about, but at least it gives me some form of peace.</p>		
			<p>XXX 54:50</p>		
			<p>Okay, so this feeling of outsider only comes when you are really outside of those, your group of five or six. That is when the feeling of being an outsider really, really comes at you.</p>		
			<p>Babatunde Oginni 55:04</p>		
			<p>Yes, yes, that's it.</p>		

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			XXX 55:07		
			Okay. All right. Thank you. Thank you very much. I think is there anything else you want to talk about? On the Outside of before we move to another prompt? [No]. Okay. So I think we just have time for one more prompt. So what other prompt do you want to talk about		
			Babatunde Oginni 55:31		
			oh, okay, I think I'll do number eight.		
			XXX 55:52		
	Sharing		Okay, sharing. If you think about your need of sharing your thoughts and feelings with others, either at work or at home, how would you say that plays out? What comes to your mind?		
			Babatunde Oginni 56:08		
	Sharing		Okay, so if I need to share my thoughts what comes to mind is the first thing is I need someone who is going to provide me with a different perspective to what it is that I'm that I'm looking at, or that I want the thoughts or feelings I want to share. I will need someone who will give me a different perspective. Who will help me with refining what it is that I am feeling at that point in time. Basically, someone who will help positively and I can trust I think that's one of the critical things for me, someone who I can trust, someone who I can trust and who will help me refine my thoughts who will help me Who will give me different perspective to what it is that I am sharing basically, thats it. It doesn't have to be I don't want emotions I want hard facts. I want truth. I want reality. I don't want it curried or buttered for me. So that to make me feel good. Tell me the truth.	<i>Interviewee sets up the context to explore this "need for a trusted somebody". The issue is what role is the person playing ; a guarantor of self coherence (i.e 3-ish) or a collaborator for self-deconstruction (5-ish) ?</i>	<i>I find it remarkable that this speaker doesn't just look for support but for a kind of support that makes him 'understand' the environment better; so her/his way of knowing is literally other-dependent; s(he) takes others to represent the truth s(he) is not sure of knowing. So the speaker does not believe that s(he) herself can get at the truth by herself ...</i>
			XXX 57:40		
			Okay, so tell me a bit more about that. Why, how, what role does this person play? That makes it you know, important to for him to tell you the truth. I am trying to understand why is it important that		<i>This sound somewhat 2-ish to me, something like S3(2) since it indicates that others are needed to get at the truth, that s(he)</i>

Bit #	Prompt in use	Socio-Emotional Score	<p><i>Socio-Emotional Scoring: Questions to Ask:</i></p> <p>1) What structural evidence leads you to these hypotheses?</p> <p>2) What evidence leads you to reject other plausible counter hypothesis?</p> <p>3) If you have a range of hypothesis what further information do you need to narrow the range?</p>	Justification	Otto Feedback
			you have such a person to know who can tell you the truth not curry it up , so tell me a bit more about that need?		cannot trust herself to be able to get at least close to it ...
			Babatunde Oginni 58:08		
13	Sharing	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	<p>Okay, so there are times that when I'm thinking about something I want to talk to share something with someone I feel I'm being too emotional or I'm emotional about something so I need some I mean, most times I will need someone who will not. If yes, if my emotional thoughts are right, or if that's how the person also feels. Then it's okay, but I don't want someone to always play along with what I am thinking so if I say I want to do this now. Oh, that's good. That's good. What are your reasons for what are your reasons after I've played the scenario out to you and I've told you about what it is I am thinking why I'm thinking like this. I usually don't just want support I want I want an argument all be it even different from what I'm thinking to support what it is that the person is also helping with.</p>	<p><i>Interviewee appears conflicted about who he thinks he should be or do and therefore needs this person to play a more evolved "guarantor role" as the self though present appears somewhat uncertain and therefore on shaky ground. Hence he is open enough to admit he needs someone to tell him the truth - to help strenght the Self.</i></p>	<p><i>The speaker is hungry for transcending her 'emotional thoughts', to 'understand' cognitively rather than emotionally; cognitive coaching could do wonders for her ...</i></p> <p><i>She is inviting cognitive support even if it is in a form different from how s(he) is presently understanding, her burden being to be unable to see through her own emotions, that's what it sounds like to me. "What are YOUR reasons" from which I could learn ... So she is interested in how others think, even differently, not to understand them better, but herself ... , not to manipulate them as she would at S2, but to achieve a breakthrough in herself, if only a cognitive one ...</i></p> <p><i>For this reason, I have a problem to follow your scoring; I tend to think about this fragment as S3(4) if not S3(2), not even S3/4 ...</i></p>
			XXX 59:17		
			to support what the person is helping with... tell me ?		
			Babatunde Oginni 59:20		

Bit #	Prompt in use	Socio-Emotional Score	<p><i>Socio-Emotional Scoring: Questions to Ask:</i></p> <p>1) What structural evidence leads you to these hypotheses?</p> <p>2) What evidence leads you to reject other plausible counter hypothesis?</p> <p>3) If you have a range of hypothesis what further information do you need to narrow the range?</p>	Justification	Otto Feedback
14	Sharing	S3/4: Conflicted over and unsure about own values, direction, worth, capability	<p>Yeah, as in let me backup, so if I say I want to go to I want to go to Abuja now and I'm thinking I want to go to Abuja because I just want to go to a park there. Someone I mean, if I'm telling someone the person should be able to say, okay, why? there's a park near you here. What are your reasons for wanting to go? Someone to challenge me. I think that's the right word to use someone to challenge my reason so that I can also I mean, not necessarily I can, I can take a look at it from a different perspective and in a second or a third person out of body experience. In this case so why does Tunde want to do this thing? Can Tunde do it this way, you know, just to think of other options before taking the decision. Okay,</p>	<p><i>the interviewee appears to be saying "I need someone to help toughen me up as I cannot do it all by myself". However there appears to be a possibiity that the interviewee is still capable of surrendering to the other rather than affirming his own</i></p>	<p><i>To me this fragment highlights what's going on in a highly dialogical mind who is lonely and needs not only support but an opportunity to exercise her own mind; that's what makes it complex. There seem to more involved than getting support; it's rather that the speaker needs support to strengthen her confidence in her own reasoning, even factual understanding; so while as you say we cannot rule out that she might 'surrender', there is also an ardent, almost self-authoring striving to get at the truth, -- not to be told the truth and run with it, but to get at the truth herself through a trigger outside of her own thinking to which she can follow herself further, on her own ... which, in my view, is right between S3/4 and S4/3, and, with giving benefit of doubt, might be scored as S4/3 ...</i></p>
			<p>XXX 1:00:13</p>		
			<p>so before taking the decision so when you say before taking the decision, what exactly are you implying that you need that support before taking a decision? What exactly does that mean?</p>		
			<p>Babatunde Oginni 1:00:32</p>		

Bit #	Prompt in use	Socio-Emotional Score	<i>Socio-Emotional Scoring: Questions to Ask:</i> 1) What structural evidence leads you to these hypotheses? 2) What evidence leads you to reject other plausible counter hypothesis? 3) If you have a range of hypothesis what further information do you need to narrow the range?	Justification	Otto Feedback
15	Sharing	S3(4): In need of 'handholding' by physical others to act on own behalf	So, there are times I want to, let me use decision for example, there are times I want to take some steps that I know the impact is not just going to affect me the impact also has a few stakeholders involved. So in those kinds of scenarios, I would want to run it by them to validate what it is, to also discuss. I'm more of a collaborative person but I would also not collaborate with everybody. Trust is a very key element for me knowing that what I mean whatever conversation we have is with is just between us and I mean it's safe that word again.	<i>The interviewee end this with a desire for validation and safety (a word he acknowledges coming up again) as a principal condition for this collaboration which is more of a 3-ish type collaboration rather than a 5-ish type collaboration. There is a responsibility he retains for others that makes his emergins 4-ish self more uncertain as he is "concern about letting people he hold himself responsible for down).</i>	<i>I go on to the next bit here; we need only 15, no 16, and the next bit seems to be 'higher'</i>
			XXX1:01:29		
			Yeah. So when you have made decisions without benefit of this trusted people, I want to understand the comparison of that feeling. What have those moments felt like when you've made decisions without the privilege or opportunity to have these kinds of people challenge you as you say, what is that like?	<i>testing how much independence the interviewee has in this situation</i>	
			Babatunde Oginni 1:02:03		
16	Sharing	S4/3: Conflicted but with more detachment from internalized viewpoints resolving to level 4	So I mean, usually in such circumstances. I am not sure if I've taken a major decision without sharing or consultation, but at least not in recent times. I can't even think of I can't think of any but it might shock you that at times I call my wife and ask her what should I eat today? But, you know, it's for me, it's I think it's just it's natural to me to, I have very few people I do that with and I'm really struggling to see a situation where I have taken a major step in recent times without sharing and getting some feedback. But usually, so what would happen is if I if I've taken a step, sorry if I've taken a step without consultation, one thing I always say to myself is that no regrets. What are the learnings from the decision I've taken if it turns out to be wrong? I tried to be I mean, I'm usually logical. I try to evaluate ABC. I may not cover all the bases but if I've done if I've taken a decision, I take the lessons from it. That's my that's my mental state when I do when it goes in that direction.	<i>According to M.Archer - This interviewee is a "Communicative Reflective" - as he is inclined to consultation on key decisions. While very dependent on other - can demonstrate the ability to release them from holding them responsible. So while they may influence him he is able to release them from blame</i>	Yes, but it all depends how the communications she asks for or years for are USED by her – either just to confirm herself or to learn to become a better thinker, which might be case here. So, for a communicative reflexive, what is S4/3? Are we saying such people could never go to S4/3? You seem to think that wouldn't be right, and I would concur.
			XXX 1:03:46		

Bit #	Prompt in use	Socio-Emotional Score	<i>Socio-Emotional Scoring: Questions to Ask:</i> 1) What structural evidence leads you to these hypotheses? 2) What evidence leads you to reject other plausible counter hypothesis? 3) If you have a range of hypothesis what further information do you need to narrow the range?	Justification	Otto Feedback
			So when so when you take decisions that you have consulted with people I know as you would like to and yet it still goes wrong. terribly wrong. What comes to your mind?		
			Babatunde Oginni 1:04:03		
			No, I the final decision is mine. So I hold myself responsible for whatever decisions are taken. I hold myself responsible.		
			XXX 1:04:20		
			Okay, so and when and so what goes wrong? It goes right is saying is there any difference? of feeling when you make those decisions?		
			Babatunde Oginni 1:04:34		
			Whether it goes wrong or right. Well, if it goes wrong, I have a momentary feeling of sadness, or just brooding over the brooding over it for a while. But then depending on the magnitude of the situation, I tend to move on as quickly as I can what is the next thing what is the solution I am more wired in that direction? What is the solution? How can I remedy this? And then we go to the next line		
			XXX 1:05:21		
			I see okay. All right. All right. I think we just come to one hour. So is there anything else you'd like to say before we leave this side of the conversation? Anything that you'd like to say?		
			Babatunde Oginni 1:05:36		
			I think I think it's actually very insightful because it also helps me to help me to push further and think deeper. I had looked at this initial and thought I could do the ten in under the one hour. But now I realize why you why it was a maximum of five. It helps you to think deeper about it. Thanks.		
			XXX 1:05:59		
			Okay. All right. Thank you Tunde. So we've come to the end of the first part. So we're going to go to the second part now.		

Social-Emotion Profile {RCP} = 4/3 {7: 7 2}

3(4)	3/4	4/3	4(3)	.BabaTunde's RCP index suggest that he is beginning to find his voice. He is still in conflicted but he is able to assert himself through his conflicts. There is however an equally great risk of regressing to a state of other dependency where he will need validation and support from other (external or internal) to enable him achieve certitude. At the moment the forces pulling Tunde backward is far greater than the forces pushing him forward.
2	5	7	2	

Case Study 3b: (Cognitive Interview) – submitted by Adetayo Bakare

Bit #	House in Use	Cognitive Score	<i>Cognitive Scoring: Questions to ask myself</i> 1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms) 2) If several thoughts forms are applicable, explain your choice Note: Thought Forms weights are summed across the entire interview	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Ottos Comments
OVERALL COMMENTS OL					
See the start of this document					
			XXX 1:06:51		
			I'm back. Alright, so welcome to the second part of this interview. So in this interview, we'll try and explore your inner workspace. And by that we mean we will try and understand how you conceive your role. How you conceive the organization in which that role is situated, and then how you conceive yourself in terms of your professional agenda within both your role and the organization. So that's essentially what we'll try and do so. In this instance, will cover all the three triangles in one hour so let's start off with the task house as that is usually the easiest to start off from. So can you please elaborate on your present status and the authority you have in your company and the roles that derive from them?		
	Task House				
			Babatunde Oginni 1:08:02		
			Okay, the last one, okay.		
			XXX 1:08:07		
			Start by telling us your job title where you work and then you know the authority you have and then how the roles you play within that authority show up.		
			Babatunde Oginni 1:08:19		

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i></p> <p><i>1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms)</i></p> <p><i>2) If several thoughts forms are applicable, explain your choice</i></p> <p><i>Note: Thought Forms weights are summed across the entire interview</i></p>	<p>Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /</p>	(Ottos Comments
			<p>Okay, so my role is Chief of Staff. Now, what do I do? The MD is rarely around in the office physically. So on a day to day basis, I assume the role of the MD with the other business heads, so the COO, the CCO the head of finance, the vendor management, logistics. What I do is that I manage their tasks in their absence. So then there are KPIs, I do the tracking of their KPIs and monitoring what each person is doing if there is any critical situation in the organization. I engage the function and directly then if it's something that requires the MD's attention, I reach out to him for anything, then the HR role is the only one that reports into me directly. Every other role, they are independent and just like me, they report into the MD directly when he's around, but when he's not around, I oversee the functions</p>	<p><i>Interviewee describes the parts of his role</i></p>	
			<p>XXX 1:09:49</p>		
			<p>Okay, so basically what I've heard is you've talked about how your role basically is the deputizing role for the MD himself, how you manage the reporting lines of other businesses. So in terms of the interpersonal nature, let's go through the floors of the triangle, so can you help me understand how those roles how those things that you do from an interpersonal perspective, what are the interpersonal dimensions of your role? What kind of information do you manage in your role and what kind of decisions do you make in your role?</p>		
			<p>Babatunde Oginni 1:10:37</p>		
1	Task House	Context TF#10: Description of Structures, functions, layers of a system	<p>Okay, so in terms of decision making, the function heads are still responsible for their decision making the only function I have direct decision making authority is HR. So for the other functions, my interpersonal role with them is to engage them and query their own decision making. So if you want to do this, why do you want to do this? What are the benefits to us, what are the risks involved to us as an organization? So it's to help them refine whatever it is that they intend to do within the organization. That is, what my role is with them. So basically,</p>	<p><i>the interview provides a description of the functions of the role. #TF10[0.25]</i></p>	

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i> 1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms) 2) If several thoughts forms are applicable, explain your choice Note: Thought Forms weights are summed across the entire interview</p>	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Ottos Comments
			consistently queering and helping to refine what it is that they intend to do.		
			XXX 1:11:41		
			So when you look at all of this, you know things you talked about the interpersonal interactions you have with the business heads, the information which comes out from your ability to query the information the decisions of the you know, the HR functional of that?		
			Babatunde Oginni 1:12:10		
			Time. Let's unmute the		
			XXX 1:12:24		
			Can you hear me now?		
			Babatunde Oginni 1:12:25		
			Yeah, I can hear you now.		
			XXX 1:12:27		
			Okay, so I said When you look at all the roles as you have described them, can you help me understand as it is in your mind? How do they relate to each other? What is the interaction? How would you describe the interaction between the decisional side of your role as you have explained it between the information that you bring to support the HR people when you query them and the interpersonal role- help me understand how they relate to each other?	Interviewer is exploring for Process (#TF4) or Relationship Thinking mode.	<i>These comments are great; they show awareness of your own way of cognitive probing; thank you.</i>
			Babatunde Oginni 1:13:02		

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i> 1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms) 2) If several thoughts forms are applicable, explain your choice Note: Thought Forms weights are summed across the entire interview</p>	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Ottos Comments
2	Task House	Context TF#10: Description of Structures, functions, layers of a system	<p>Okay, so how they relate to each other. So, in terms of operations, they are responsible for their operations in terms of decision making, let me take information first in terms of information. There are the subject matter experts for their various functions. But they are reporting because whatever they are reporting is being sent to the MD and I am copied, so, I am learning to understand what it is that each person is expected to deliver on and to do. So, that way. It helps me in the queering of whatever it is they're doing. So, for information, whatever information that is available to the MD is available to me also be it from finance operations, commercial, warehousing, all of that is available to me also. So, that is it is this information and the periodic comparisons that I use in working with them towards decision making.</p>	<p><i>Interview still is focusing on description of how things function. #TF10 [0.75]</i></p>	
			<p>XXX1:14:26</p>		
			<p>Yeah, so, what I'm still hearing, is you are describing the roles, what I'm trying to understand is how do they relate to each other, what is the interdependencies that exists?</p>	<p><i>still on the probe for Relationship thinking mode</i></p>	
			<p>Babatunde Oginni 1:14:51</p>		
			<p>Within the functions</p>		
			<p>XXX 1:14:54</p>		
			<p>Within the roles, these are the roles you play within the organisation. So, how do the roles relate to each other, what are the interdependencies of the role,</p>		
			<p>Babatunde Oginni 1:15:05</p>		
			<p>To my role or for the entire organization?</p>		
			<p>XXX 1:15:10</p>		
			<p>Your role, how do you see your roles connect together?</p>		

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i></p> <p>1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms)</p> <p>2) If several thoughts forms are applicable, explain your choice</p> <p>Note: Thought Forms weights are summed across the entire interview</p>	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Ottos Comments
			Babatunde Oginni 1:15:14		
3	Task House	Context TF#10: Description of Structures, functions, layers of a system	Okay, so my role is how do I put it? My role is first, my role manages information and then it also coordinates the various departments. That's what it does. I don't know if that answers the question.	<i>Interviewee gives a disjunctive declaration of the parts of his role #TF10 [0.25]</i>	
			XXX 1:15:36		
			Just keep describing your role.		
			Babatunde Oginni 1:15:39		
4	Task House	Context TF#10: Description of Structures, functions, layers of a system	So it manages the various departments. So for example, one of the reports I track on a weekly basis is supplies from the warehouse to the retail stores. Like I expect to get in on this tomorrow morning to be sure that okay, we have this schedule planned for delivery. Are you? Are you on track with it? Now, that's my interaction with say, warehouse for example, with operations, basically like the one I used in describing the success prompt that one I worked with operations to, I mean, to recommend them first to be profit centers then driving I drove the structure with the COO and the MD to achieve what it is that we have today. So those are the kinds of things that I that I do with them. I am technically the MIS for the organization, managing the information and then using that for decision making across the various functions,	<i>Interview is still giving a description of how the role functions #TF10 [0.5]</i>	
			XXX 1:17:19		
			So now so basically, what I'm trying to understand now, because you've shared the inter-relationships, as you see it can you also help me understand, how your role, how it changes from moment to moment. How do you shift gears from moment to moment, what is the driver of that change? Help me to understand how your role keeps evolving as you go along?	<i>Shifting gear now to Process thinking mode</i>	

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i> 1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms) 2) If several thoughts forms are applicable, explain your choice Note: Thought Forms weights are summed across the entire interview</p>	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Otto's Comments
			Babatunde Oginni 1:18:03		
5	Task House	Context TF#11: Emphasis on the hierarchical nature of structures and layers system comprise	<p>It depends on the requirements of the organization at a particular point in time so there are days, for example, that we have meetings. So, when it's meeting I'm doing more of chasing the guys, the updates for the week now in the process of receiving their updates for the week. At those points. I'm also asking questions, which is what I usually do in the course of the week, though. But I'm also now asking questions on the final report before it goes into our weekly reports, why is this is? For example, you told me your gross margin was 14% Why is it 14% when our benchmark is 20%? You know, so I start asking questions. I start getting information ready ahead of the session for the MD for the kinds of questions he's going to ask during the interviews, to also prepare the guys to the I mean in terms of if there's any information that is required. So that is on those days, it's when it's transactional. There are days we have meetings with investors, we have meetings with banks, and so on. So on those days, it is more those kinds of days we do becomes strategic in terms of okay, looking for investors looking for banks to provide us with financing for the various expansion projects that we that we're investing in. So it depends really so it at times it's transactional at times. It's basically information management that that is strategic when there is need to meet with external parties, especially in the absence of the MD even when he is around I sit on his meetings so I don't if that answers it.</p>	<p>The interviewee identifies two concepts (the strategic as one and the transactional as the other). He describes each concept individually as though they lie side-by-side in his mind. He describes how he shift between the two but does not describe how each concept actually interact with each other. both concepts are described conjunctively. i assign #TF11 [0.5]</p>	<p>Part of the issue is the speaker's other-dependence; he expects his boss, the MD, to ask questions, so he is trying to guess what questions to prepare for, but that doesn't seem to lead to his own asking himself questions because he is objectifying the MD's questions like bricks and thus has no access to his own internal dialogue where questions would have to come from ...</p> <p>One might consider TF14[0.5] on account of the many different contexts he names (banks, investors, etc.) without ever tying them together into a higher-level abstraction; however, "context is context", so the individual TF does not really matter except in coaching ...</p>
			XXX 1:19:53		
			<p>I mean we are exploring the role, it's fine. So alright, so what I've heard is your role changes from being strategic and then from being transactional. So when you look at this two dimensions of your role, how do you coordinate them together such that it is able to create value for the organization? transmission of value for the organization?</p>	<p>Probing for Transformational thinking mode</p>	<p>Your interviewing is very good; you let the speaker know exactly where you are and want to go ...</p>

Bit #	House in Use	Cognitive Score	<p><i>Cognitive Scoring: Questions to ask myself</i> 1.)What structural evidence lead you to select this Thought Form? (See the Table of Question about Thought Forms) 2) If several thoughts forms are applicable, explain your choice Note: Thought Forms weights are summed across the entire interview</p>	Justification (in assigning weight, I am allowing myself to be guided by the strength of mental processing demonstrated according to E. Jaques. (Declarative=0.25; Cumulative=0.5; Serial=0.75 and Parallel=1 /	(Ottos Comments
			Babatunde Oginni 1:20:27		
6	Task House	Context TF#9: Equilibrium of a whole emphasis on the whole	<p>Okay, I'll take it both ways now. So from my point of view, what are the values that we're looking for currently, is that now the organization has a monthly target that it has set for itself to deliver on with respect to revenue, and at the same time we're working on some expansion projects to establish I think, seven now, not eight any more seven new retail outlets before the end of this year. So now, what that does is that on one hand, it's pushing us to engage financial institutions who will provide support with respect to financing these projects. Now when it's in that gear, the head of finance, myself, the expatriates, because we need to put up a front at times to show that we have experienced people on the role so the various teams and diverse members of the organization that we have that is in the executive level, we would meet with these organizations as frequently as required to explain the vision of the organization and what it is that we're doing and how it is that they can come in to support us. So on those ones, we have those ones as the strategic aspect of it.</p>	<p><i>The interviewee breaks the concept of "value" into two sub-concepts (revenue and expansion). He then goes into a narration of how his strategic and transactional task hold these two in equilibrium to create "value for the organisational" . Emphasis on Value which is the whole here #TF9 [0.75]</i></p>	<p>The speaker has a very limited understanding of a business model seeing it only from the financial aspect, and directed to those who might finance the enterprise; a weight of 0.75 is quite generous ...</p> <p>He is concerned about proving to institutions that the company has the 'right' people in the 'right' roles, as is typical for HR, so is focused on the 'how the company looks from the outside' ...</p>
			Babatunde Oginni 1:20:27		
7	Task House	Process TF#7: Embedding in Process., movement	<p>Now, how often do these happen? I'd say maybe between 25 and 35% of the times, maybe in a month. That's because there are weeks we go without having exchanges with investors or banks or financial organization. Then from those ones, we usually would have action items that we are meant to drive maybe the bank is requiring for some things then between the operations and the financial teams. lease for lands probably land documents, then finance will provide the financial status of the organization. For all of this I'm tracking each one to ensure that they provide the relevant feedback, then usually I'm the one, when it has to do with any exchange with the board members on such things I'm the one that shares with them. Well, the interaction with the financial institutions is done by the head of finance. So those are the strategic side of it. Now when it</p>	<p><i>The interviewee introduces the idea of something emerging out of the work he explained earlier. He appears focuses more on how the "work keeps moves along as in an ongoing process" . I assign #TF7 [0.75].</i></p>	

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			<p>comes to transaction, which takes more time this really where most of the time is consumed. It's a retail thing it's a day to day work. Once we've done the reporting and everything. From the reports that we have, what are the improvements that needs to be done? What are the areas of weakness for the period and the areas of strength?</p>		
			<p>Babatunde Oginni 1:20:27</p>		
8	Task House	Context TF#8: Contextualization of part(s) within a whole; emphasis on parts	<p>So, for example, recently we've been able to, to cut down on the volume of diesel and generally in terms of the operating expense on power generally, even though the increase in diesel prices now has eaten up into the savings that we've made, but those are the kind of things that come up from a transactional period. How do we manage the current increase in FX and so on? Are we passing the prices to I mean, the increase to customers and so on. So these are things we work on even though I don't sit on all of those sessions but at least I ensure that they have the meetings and their decisions and minutes of meetings are shared with me too for further review and so on. So basically that's what the day or the month generally looks like in terms of the transactional and the business strategy sessions.</p>	<p><i>the interviewee narrates the elements of his duties and situates them in the context of both his transactional and business strategy parts of the role. #TF8 [0.5]</i></p>	
			<p>XXX 1:24:26</p>		
			<p>All right. So last question before we leave the task house. So we've looked at the role as you have described it. What are some of the limitations of the role as it is defined that shows you the opportunities for it to be better defined for greater effectiveness.</p>	<p><i>Probing for Transformational Thinking mode</i></p>	

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			Babatunde Oginni 1:24:55		
			<p>What are some of the limitations of the role? So I think one of the limitations from the role I think is the mindset of and that's of the people in itself. Despite the time I've spent here, some people still struggle with sharing information. So some people would rather send to the MD directly and unfortunately, it's something that he also encourages so there are times I miss out on information and I am having to find out through him. I mean, he says something and I say I don't know, and he's like why don't you know they sent this to me directly but I mean, if they don't send it to me there's no way I would know so what I do occasionally I talk to people when you are sending him anything copy me some people don't it's a system that still thrives on seeking favors by providing information. So information is power here. I know this and you don't know it. So if I send something to the MD directly without you being involved or without others been involved it gives me an edge over them. And because he also allows it if I must say, because he also allows it. It's still thriving. Several occasions I have told them anything should come to me. So that's one of the limitations that I am experiencing. I think and find I think is the major one. It's the one major thing that I think a change in that would help greatly.</p>	<i>Anecdotal not scored</i>	
			XXX 1:26:40		
			<p>So when you talk about information hoarding, bypassing being a limitation the way you've described it, you know, you haven't really helped me appreciate how it is a design flaw of the role. So what I'm trying to understand what are the design flaws, the limitations as the role is designed, and how does those limitations present an opportunity for a better way to design the role for it to be more effective?</p>		A very good angle to explore, probing for critical, P or R, thinking ...
			Babatunde Oginni 1:27:15		

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9	Task House	Context TF#8: Contextualization of part(s) within a whole; emphasis on parts	<p>I think one limitation one major limitation that existed initially was the clarity in the level of authority of the role initially, which I raised recently and that I think is has been addressed but there's still room for improvement. Initially still boils down to information. It was a struggle for people to provide information initially. But I mean after raising it recently about three or four weeks ago, there was a meeting held and it was clearly spelled out to everyone that okay, this is the level of authority of this role is this. Whatever it is that is coming to me should also be with him and is going to coordinate the roles in my absence. Until that was done, until that authority level was done it was very tough in the role. So, I think providing clarity on that and the expectations of the MD itself. I think those two things, clarity of the role to the rest of the team and then the expectations. I think they're still opportunities in those two areas. Because like I said earlier on the business leader himself is prone to making a lot of changes without consideration for the impacts on the system. So one day just drops one line says add this to your JD this things seats with someone before then a duplication of roles begin to happen in the organization. So those kinds of things so it still happens. So until we get proper role clarity and then the authorities that each role should have I think those are two areas that I will say opportunities for this that affects me even till now.</p>	<p><i>Interviewee builds up the narrative by describing and breaking down the concept of role limitation into two sub-concepts (providing clarity and communication of expectations), he hints at the developmental opportunity as a mere mention but does not go into the actual transformation of the role. He only continues to describe the nature of the limitation further. He simply contextualises the sub-concepts as part of the bigger concept. I assign #TF8 [0.5]</i></p>	<p><i>He defines role relationships negatively and/or contextually ...</i></p>
			<p>XXX 1:29:29</p>		
	Organisational House		<p>All right. Thank you very much. So I think let's go to the next house, which is the organizational house. So here we're going to be talking about the organization as a whole. So if you were to think about how you see the organization where you work from a bird's eye view. What will be the most striking thing for you what do you see? We are going to talk about the four levels in some detail. But first and foremost from a bird's eye view, what kind of organization do you see?</p>		
			<p>Babatunde Oginni 1:30:11</p>		

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			Okay, so what kind of organization do I see? I see an organization where there is plenty opportunities despite the competition. I see an organization where we could do better and we could do more.		
			XXX 1:30:38		
			Can you be more specific. I mean, you are been a bit vague, when you say "more opportunities". What do you mean?		
			Babatunde Oginni 1:30:44		
10	Organisational House	Context TF#10: Description of Structures, functions, layers of a system	So the retail, So for him in this region, I think he was the pioneer in this region. Unfortunately, competition as I think they've, not that I think they've overtaken us now. Competition has overtaken us but the opportunities are still there. There's still a lot of loyal shoppers that still use our retail locations, not because they don't get better prices, they don't get better service its just because of the loyalty so those are areas that I think we can that we have opportunities, fix our prices, work on our margins from a point of view of the sales, then we should also fix our sourcing. Sourcing is a critical area because once you buy expensive then to meet your margins, you have to sell expensive unfortunately, that doesn't work well with customers. So it's an organization where the opportunities are there in terms of what it is that we can do from a point of view of margins if we fix a few things, specifically sourcing and pricing.	<i>Interviewee introduce an overriding concept of "Opportunity for the organisation" and identifies the parts of that concept (loyal customers, better pricing, sourcing and margins). He briefly declares and "points" to how some of the concepts (sourcing, pricing and customers) hang together to make up the whole concept of "Opportunity" . Hence I assign this a #TF10 [0.25]</i>	<i>He thinks relationships contextually</i>
			XXX 1:32:02		
			Okay, so what I'm hearing is, as a whole your birds eye take on this organization is one that needs to take advantage of opportunities in sourcing and pricing so it can be more effective		
			Babatunde Oginni 1:32:21		
			add people to that also.		

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			X 1:32:23		
			Okay, fine people. So that's the overall picture. So now let's go into the parts so we look at it in terms of the structural, political, human resource and the culture, you know, so help me unpack each of these four levels in the context of this opportunity to do more with sourcing and people. Help me understand these four levels	<i>Interviewer is probing for more Context thinking exploring how the "Form is held in some balance"</i>	
			Babatunde Oginni 1:32:51		
11	Organisational House	Process TF#7: Embedding in Process., movement	okay. So, if I were to start I would start with structure. Now, from a point of view of structure, I will continue to refer to where the organization was before the investors that employed, myself and a few of my colleagues that joined this year. Now, it was decision making, everything was solely by one man. Up until I think February this year, decision making was solely by one man. So from a structural perspective yes, we have an Organogram today that has been approved by the Board of Directors. However, and we have people in those roles, however in terms of implementation and adherence or compliance to what that structure is. It is a struggle because right now quite a number of people who were prior to now were doing specific task that no longer fall under them within the current structure, are struggling with letting go. So this is how we used to do it, this is how we used to do it - it is a major thing your hear here. So to move on to compliance and adherence to the structure is a tough one. So yeah, the structure exists but the compliance. It's improving. It's improving but we're not there yet in terms of that. Can I move on to the next one political? So for political, political, political, I'm trying to see is it internal to the organization or?	<i>The interviewee take on the challenge in terms of what is changing. He identifies change in form from an organsiation where "decisions was made by one man" into an organisation "where there is an approved Organisation strucutre" in between this two states is a "compliance and adherence" obstacle that needs to be overcome. A situation which is self is in a motion "its improving but we are not yet there". I assign this #TF7 [0.5]</i>	<i>He is contextually aware of a transformation of structure but is personalizing it, referring to psychological difficulties people have to let go, rather than being able to focus on the structural changes as processes that have occurred or relationships that have changed ...</i> <i>One could also consider TF 4, but as to the scoring result it does not matter; he is not specific as to either TF</i>
			XXX 1:34:56		
			Its internal, remember we are still talking about the organization here,		

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			Babatunde Oginni 1:35:00		
12	Organisational House	Context TF#8: Contextualization of part(s) within a whole; emphasis on parts	<p>Oh! massive, massive like I said earlier on where information is being hoarded and dealing directly with the MD It's still a pervasive thing in my opinion. And that affects the work relationship between people. You will have a situation where a subordinate is going way above the levels of his or her reporting line, to send messages to the MD or the EDs about what is going on in the organization and so on. So that is still a major thing. I think in addition to that, I would like to skip to the cultural perspective. And typical of what you see in the country in itself as a whole. The geopolitical zones plays a major part in the organization because of where we are located. We are located in the south-south, however, the business owner is from the south-east so they are predominantly members of the southeast in the organization. I'd mentioned earlier about the speaking the local dialects. during meetings, you have incidences of collusion amongst each other cases of theft. I mean, we've had cause to fire a few people recently, for cases of theft serious, serious, serious cases of theft. And you know, they're able to collude because they are they have their small pockets of groups. This one is my brother, they're from my area, you know, all of those things. The organization is actually if I may put it that way. It is more structured along cultural divides, than along operational divides. That's how I think I would put it so and that affects the organization massively.</p>	<p>The interviewee identifies the two problem concepts of organisational politics and organisational culture and contextualizes them under a bigger problem concepts of "Geo-political and ethnic alignment". He elaborates how the problem cumulates with a view to helping us appreciate the larger context. I assign this #TF8 [0.5]</p>	<p><i>Influence of internal politics on how people relate, an issue your interviewing forced to surface ... would have been an excellent topic regarding which to "shine" ...</i></p> <p><i>The speaker is a good logical thinker, as we see here; he had no trouble absorbing the 4 different mental frames you shared and in his interpretation of them is coming very close to what is their common sensical meaning; it's just that he cannot easily put together what he has separated ...</i></p> <p><i>He does have a notion of what primarily defines the workings of the company being very sensitive to cultural differences (which he is personally experiencing all the time); but putting the four perspectives together is not what he is presently ready for</i></p>
			Babatunde Oginni 1:35:00		

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13	Organisational House	Transformation TF#26: Process of Coordinating Systems	<p>The final one in terms of human resource perspective, this while I would say that the organization has people it's not being properly harnessed. So that's another area of opportunity. It's not been properly harnessed. I keep getting, I'll give you an instance. Funds are missing from cashiers at the retail store. And then the next thing you just say I should transfer the person to somewhere. I'm like, No, if you can prove that someone has, they are missing funds from somewhere and the person is unable to account for it. Then what does the disciplinary process say. I'm not going to move a bad egg into another location. But here they struggle with the fact that no just put them somewhere. I'm like, No, there's no point carrying people around. So what that also has been doing is that you've been moving people into roles that they are unable to perform at the optimum level. They are moving them into roles they are unable to perform at the optimum level. That is a major one a major area. People are just being moved, once you have a feeling performance is on gut feeling. So that's been a challenge. Yes, we're instituting JDs and KPIs. And I have been setting goals for across our organization currently, but it's also an area it's an area of opportunity where we need to we need to take a lot of steps there.</p>	<p>The interviewee identifies a major issue around "harnessing people properly" and as such identifies two human resource systems (disciplinary system and the performance management system) that need to be coordinated to make this happen. He makes conditional arguments how both system needs to be better co-ordinated and highlights the linkages and challenges in both areas. I assign this #TF26 [0.25]</p>	<p>Perhaps consider TF 23, value of conflict in a dev. direction which is seen here but not acted upon ..., especially since no transformation actually takes place.</p>
			XXX 1:39:07		
	Organisational House		<p>Okay, all right. Thank you, Tunde. So, what I've heard you talk about we began by talking about the organization where what you see with birds eye view is an organization where the opportunities to take advantage of how you source and how you manage people. And then you have gone into how each floor of the organization exists. You talked about the structure, how the compliance to the organizational changes, the challenges. We've talked about the political, how there is a lot of information hoarding, you have talked about the culture how it is lined up along ethnic lines and not operational lines. We've talked about HR, how it's about people moving people into roles for which they're not necessarily capable of. So I</p>	<p>Interviewer is here probing for Relationship Thinking and maybe Transformational Thinking as well.</p>	<p>Great summary for launching more complex thinking here ...</p>

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			understand all these parts. What I would like you to help me see is how do all of this relate together in the context of that perspective of opportunity to improve sourcing, how all of these things affect the opportunities you see in the organization to improve the sourcing and people		
			Babatunde Oginni 1:40:35		
14	Organisational House	Context TF#13: Intellectual systems; frames of reference tradition ideologies	okay. So, I will make inferences with examples. So, for example, if I may use the word cartel or groups. Let me use the word groups. So, now, if I take it from structure for example, and with sourcing there is a particular function that is meant to handle sourcing however, there's this perception in organization where until you've travel to Lagos they go to Lagos go to the Trade Fair, rather than buy from (Original Equipment Manufactures) OEMs. So if you want to buy Milo, for example, buy Milo from Nestle. there are terms of pricing and source pricing that were affected by our prompt payments. Let me put it like that prompt payment of Nestle would imply that Milo wont supply at a particular point in time when it's needed. So to bridge that gap. There is someone who manages logistics, who at that point becomes the sourcing person that goes to Lagos to make purchases now that on the long run, are buying from someone who has purchased from Nestle and that affects our pricing.	<i>The interviewee bring together two problem concepts that affects the "organisational product pricing" (i.e. structure and sourcing). He throws light on the perspective that the organisation takes towards sourcing that has a negative knock-on effect on pricing. I assign #TF13 [0.75]</i>	
			Babatunde Oginni 1:40:35		

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15	Organisational House	Context TF#10: Description of Structures, functions, layers of a system	<p>So, from a structural point of view, that is that now, linking that same one to cultural its the same, the person that is asked to make the purchase is a trusted partner to a certain group of people in the organization. So it wouldn't be handled by anyone else. So there are benefits for some people from this buying. So those are some of the structural and cultural issues we have with respect to sourcing for example. Political is basically from within a group of from a particular set of people that are consistently involved in all of this because for example, someone who has absolutely no idea about systems he's the one procuring systems. He has absolutely no idea about sourcing or buying I just found out about this yesterday in the office. So, why is the person its because it's the one they said should be doing it. The IT person is not involved. The sourcing team is not involved. Why is this person the one in charge of it? So you know, so these are some of the areas I mean, some areas of where I think with these examples, I think it covers those four areas. The people who are meant to do the sourcing or who is an SME with respect to particular products to source are not the ones handling it because a certain group of people are the ones that are trusted to do it. However, they are doing it but it is not done optimally.</p>	<p>Interviewee makes a description of the parts of the sourcing problem and how the sourcing problem happens. I assign this #TF10 [0.5]</p>	<p>In my reading, there is an implicit way in which the speaker thinks 'relationship', outlining that 'structure' engenders different relationships depending on whether it's viewed politically or culturally, so there is a weak acknowledgement of structure in the sense of TF 16, but its really weak ...</p>
			XXX 1:43:51		
			<p>So when you look at all of these things you've talked about and how they relate together. How in your own mind, is it changing the character of the organization? How is the organization changing? How's it evolving? From what into what do you see the organization evolving?,</p>	<p>Interviewer is back in Process Thinking mode probe.</p>	
			Babatunde Oginni 1:44:23		

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			<p>Okay I must be honest right now. It's still a major struggle as in it's a battle that goes on consistently day in day out. The investors who invested in this business, I think altogether now they've employed five of us. They've employed five of us to come and champion this changes. So that is what it is that we the five of us are doing. However, there is a lot of resistance. But like I said earlier, we continue to push once in a while we have sessions with the board who is able to influence the MD to take some decisions. So I mean, even though some of these things are not formal, some the discussions we have with the board members they just reach out to us to find out what's going on. Let them understand these are challenges that are going on, these are the things that we've observed. That is being done informally, but they are reaching out to the MD too based on those information to make requests of them so that these things can be sorted out because like I said the business owner is a very tough person, very rarely is he going to shift on some of his positions. So when we are unable to achieve some of the directions by ourselves from within we informally reach out to the board of directors who will then engage him at the board level and ask him for specific things in a convoluted matter. its just for us to achieve the goals at the end of the day. So that's how that's one of the ways in which we are trying to sort it out.</p>	<p><i>Interviewee misses the point of the question and continues to give a narration of activities. Nothing cognitive to score here just anecdotal material.</i></p>	
			<p>Babatunde Oginni 1:44:23</p>		
			<p>In our other day to day activities what we try to do is we try to push to enforce some processes where we are having a session very soon where each function will be..they have started drawing up their standard operating procedures now and then we're going to review it and hopefully we're able to make it's really standardized and not that they're going to provide us with what it is that they're currently doing and to be accepted as the SOPs for the various functions. So there's a lot of work there's a lot of opportunity on ground but it's the people's</p>	<p><i>Interviewee continues to be anecdotal. No scoring here.</i></p>	

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			mindset, I think is the critical thing that needs to be worked on for them to accept and make these changes.		
			XXX 1:47:04		
			Yeah, so what I've heard, you've told me about what's happening. You told me about what challenges you're dealing with. You're told me about the obstacles that needs to be looked at, what I have not heard is how the organization is evolving as a result of this. Describe the form in which it is changing from how would you describe that?		
			Babatunde Oginni 1:47:38		
16	Organisational House	Process TF#2: Preservative Negation, inclusion of antithesis	So I will say is changing from a basically trading organization to a proper business. To a standardized business, all be it extremely slow. I must be honest Its been extremely slow. So where we are not just interested in what is coming in, but how do we improve it, how do we improve what is coming in? What are the factors that affects what is coming and all of those kinds of things. We need to start digging into those data. We're doing that right now. But to also be able to make changes this is I mean, it's tough. So one of the reasons I mean, one of the reasons why we cant do this is that he has specifically laid down the markers, no changes must be done without his consent, so we need to let him know before any changes made so that makes it a whole lot difficult. But I mean, we've we find ways to manage with him and then try and get some things done, but it's been a tough it's been a tough journey. I must be honest.	<i>The interviewee present two conceptual forms - 1) a trading organisation - the outgoing and 2) a standardized business.- the incoming. The journey of "improvement" is how the change is taking place and looking at the data is how that change will happen, but bring all this together is tough because the MD -owner is in the way of change decisions. #TF3 appears to be what the interviewee is trying to bring forward but its articulation is weak. I assign this #TF2 [0.25]</i>	
			XXX 1:48:55		

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			<p>Yeah, so this journey from a trading to a standardized business. So those that's the journey which the organization is on and as a journey which we are moving along with. So in coordinating these two, these two states, so the state of a trading business and the state of a standardized business, how do you see the these two systems if I may use that word, interacting with each other? How do you see the transformation happening as these two states; trading and standardized as they interact? What are you seeing? What is your take on that? You know, coordination, how are you guys coordinating those two?</p>		
			<p>Babatunde Oginni 1:49:50</p>		
17	Organisational House	Context TF#10: Description of Structures, functions, layers of a system	<p>Okay, so we're coordinating with quite a number of projects, a lot of initiatives. But like I said earlier, on most of the things are moving rather slowly. We've been for example, we've been on the change, not even the implementation yet. We want to change the ERP used in the retail stores, for example, we've been on it for about three months or so now. In fact, I met the project on ground and we're still at it. Another example payroll is still on Excel, we've been working on implementing an ERP since we've been going back and forth. We've spoken to about seven or eight, ERP HR solutions. To date, we haven't come up with a firm decision because when you go, Oh no, no, I don't want this I want that. So we keep going back and forth. So the desire to change is there. The will the implementation is a challenge to move it on is a challenge. So those are some of the things that we have that is making the process of moving from a typical trading business like I like to describe it to be in an organization that is standard and has a certain level of class in terms of its operations, being able to be compared with what competition is offering and providing.</p>	<p><i>Interviewee is back into part-whole thinking mode by describing the nature of the problem. He identifies projects that will birth the change but presents them as parts of the problem and not as a sequence of co-ordinated actions. I assign this #TF10 [0.25]</i></p>	
			<p>XXX 1:51:28</p>		

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			<p>Thank you. Last question. Last question before we leave this house. So in terms of perspectives, I mean, we have talked about how sometimes you utilize the perspective of the board that's playing in neutral there's a perspective of the five of you, that is driving the change, and there is the perspective of the entrepreneur himself, who seems to be adamant in all of this. So when you look at all these three perspectives, through this journey of change. How would you describe the entire relatedness of these three perspectives? Can you just talk about that before we leave the organization house?</p>	<p><i>Interviewer is looking for Transformational thinking with a focus on #TF28.</i></p>	
			<p>Babatunde Oginni 1:52:12</p>		
18	Organisational House	Context TF#14: Multiplicity of context (non transformational)	<p>In all honesty I would say that it is disjointed. I would say it is disjointed because I think the board sent us here assuming we will be able to make changes and rather rapidly however, we've been handed over to someone who believes his three decades of experience is not negotiable. And I'm not saying it is negotiable, but we need to embrace new ways of doing things. So where we're meeting a stumbling block there. Now there's one joke I usually say I said they find it very comfortable to sit in Lagos and manage from here but the engagements with us is was even initiated by us. We were the ones that initiated the engagement with the board to give them feedback on the experiences we were having and what's going on here. The changes you expect are not going to happen if we continue the way it is. So they've become a little bit more involved all be it in the financial aspects of the organization. And they become a little bit more involved. But there are still a bit disjointed. In my opinion.</p>	<p><i>The interviewee makes an attempt to point to the three perspectives of (the team, the investor and the MD entrepreneur) but does not provide much insight beyond mere acknowledgement and declaration. I assign this a #TF14 [0.25]</i></p>	
			<p>XXX 1:53:31</p>		
			<p>All right, thank you Tunde. I think we are ready to go into the final house. So here we go. Now we're going to the Self house. So please tell me a little bit in terms of your professional agenda. What would you say is your professional agenda for</p>		

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			this organization? In the foreseeable future? I mean, I don't know how long you have in mind but for the time you foresee what would you say is your professional agenda, for this organization?		
			Babatunde Oginni 1:54:11		
19	Self House	Context TF#8: Contextualization of part(s) within a whole; emphasis on parts	<p>Okay, so, let me just, I will try and make it as brief as possible, but background of my engagements with them from the start. I was meant to be head of HR, but during the interview, the panel said they realized that I had quite a wide experience with IT and so on generally and the retail space a little bit. So that was why I was offered the Chief of Staff role to be able to support in overseeing the system. Now it started off very well on that level for me, but because it was a totally new role to me, in my mind, I told myself that this was a trial. It was something I was just going to give a trial. Professional agenda for me, it takes me out of my calling. I was open to it. But I think with respect to what I have experienced, it has not left me in a place where I think I want to leave my preferred area which is human resources. So I will still speak by my saying it's a trial and right now I see it as a short term. I see it as a sort of a short term transition right now.</p>	<p><i>The interviewee articulates the state of his professional agenda as "a Short term transition". Because it "takes him out of his calling" and he was open to "give it a trial". He contextualizes the parts of the issue under the umbrella of "Short Term transition". I assign this a #TF8 [0.5]</i></p>	<i>The process thinking here is too weak to score</i>
			XXX 1:55:45		
			So when you say short term transition and trial, does that what does that mean? I mean, I don't want to put words in your mouth. What can you unpack that? What do you mean by that?	<i>Interviewer hoping for more Context Thinking</i>	
			Babatunde Oginni 1:55:55		
			What it means is that my exit is very near that then my trial period is almost over		
			XXX 1:56:12		

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			<p>when you look at your so what is it about your personal culture that we know how it makes you come to that conclusion that this cannot be anything but a trial? What is it about your personal culture that makes you come to that conclusion that is just a trial for you.</p>	<p><i>Interviewer probing for Relationship Thinking - #TF 15 or 16 hopefully</i></p>	
			<p>Babatunde Oginni 1:56:38</p>		
20	Self House	Context TF#13: Intellectual systems; frames of reference tradition ideologies	<p>So I think the first thing I will say is people management here. People management. I told you I was going to have a session at 12 today earlier on that was set by the man himself, but he didn't fulfill it. So that is one of the things. There's doesn't seem to be a mutual respect for each other. And I mean without wanting to sound somehow it's also from a cultural point of view where here a man here is very dominant, a man is very dominant. I recall one instance sorry to digress a bit. I recall one instance when I had first come here, we were talking about power bikes with someone and I was like, oh, in as much as I would love to have a power bike but my family will not want because they know that I'm someone who has a need for speed. And the guy just went into a feat, that which family! your wife and your children, are they the ones that work for you? Are they the ones you know? And I'm like, oh, then I realized that I am in a different culture where the man is the all in all. So you know and that is how it is also with them.</p>	<p><i>Interviewee identifies the heavily "Patriarchal" value system of his present environment which he implies runs at variance with his own personal values system (but does not make that variance explicit). He declares the issue but doesn't elaborate to uncover the depth of the thought structure. Since we are in the territory of ideologies, I assign this a #TF13 [0.25]</i></p>	<p><i>Yes, the negativity element here is too weak to score</i></p>
			<p>Babatunde Oginni 1:56:38</p>		

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			<p>Another back story. The business owner grew up with this apprenticeships structure that you have in this side of the country. So, you know there's this belief that this is how I was taught. There is no other way. So the pain and the suffering that I went through. I have to share it because it's a part of the process. And that is where we still are today. So that for me is also something I struggle with from a personnel culture point of view. It will shock you that I mean, I work Saturdays and public holidays, and I have mentioned to him I've done a study all the competition, don't do this. I said I've never had to negotiate my weekends and public holidays in the past. So it was a reason why it didn't come up during the contract. So to come here now and have this it's trouble for me. It was ignored. So you know the signs are there for me already. So when you talk of personnel culture, it's really at variance for me. It's almost like night and day.</p>	<p><i>too Anecdotal to assign a score</i></p>	
			<p>XXX 1:59:22</p>		
			<p>So what about the work context? I mean, I know you've probably alluded to some of these things, but what is it about the work arrangement that reinforces this sense of trial time feeling on your agenda professionally.</p>		
			<p>Babatunde Oginni 1:59:40</p>		
			<p>So initially when I left, the job I left in January The intention was for me to take a break and take some time out to rest. So but that I mean, I only had I think three weeks in February for that before coming to resume in this role. So part of the initial thing for me it was that I just wanted to rest then. So when this came up, I said to myself, it was a trial until I see what it has to offer. So I'm getting here after the first few days. I think I don't. I mean honestly, I think it was on the first day. But I said to myself, this is not the place where I want to be. So to even have lasted this long. I've short myself but to be honest with you now I know and I mean, it's happening sooner than later.</p>	<p><i>Interviewee is not forthcoming with any useable construct.</i></p>	

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			XXX 2:00:46		
			So last question before we leave off. So if you look at Tunde Oginni How have you evolved? I mean, how do you say how would you describe your evolution. You know, even though you feel like there's a trial run for you, but how would you describe your evolution of yourself.	Interviewer looking for Process Thinking	
			Babatunde Oginni 2:01:05		
			So, the as in the evolution of from this role or as an individual?		
			XXX2:01:15		
			Both let's cover both		
			Babatunde Oginni 2:01:17		
21	Self House	Context TF#10: Description of Structures, functions, layers of a system	<p>Okay, so, you know, what did you call those 10 prompts that we had in the first session? What did you call them? That prompt, so there was one that talked about change. And you know, one of the things when I was reading it earlier I thought to myself that change, what is it about me that has changed now, the way I was before now was that It was my family first, then my friends and others next then before me, and that's how I used to prioritize anything when it comes to me, but now I think I'm sounding selfish. It's more about me now, even before my family separately now, and then friends. So one of the changes for me is that I invest more in myself now. Personal time in most things I think about myself first now what is in it for me what do I stand to benefit so part of it is that for this, this trial version taking it as a trial was also about me what let me see what it will give me. What do I stand to benefit from it was a new rule I was open to seeing what it would offer me in terms of experience in terms of learnings. Yeah, I didn't get from the point of view of the job in itself.</p>	<p>The interviewee talks about his "prioritization ordering". What has changed basically is the inversion of that ordering. He describes what both states of the prioritization ordering - i.e. before and after consist of. In this segment, the interviewee focuses on description of form and not the process of emergence. I assign this #TF10 [0.5]</p>	<p>The speaker refers back to the ED interview because personal change is on his mind.</p>

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			Babatunde Oginni 2:01:17		
22	Self House	Relationship TF#15: Limits of Separation, Focus on existence and Value of relationship	I'm going to be honest to say that maybe if I had an expectation will be safe. 35% of this was met in terms of what the expectation was. And I had shared this with the chairman of the board when I when I met with him recently in Lagos, I had shared with the chairman of the board that I mean, our conversation is not what I'm doing. And it's not it's not what was expected. So maybe 35% of my expectation, so which is why my decision is also about me again, I need to take the time and probably get back into what my own professional agenda is. And the longer I stay here, the more difficult it's going to be for me, because then I would have been out for too long. So this place takes my time on my mind.	The interviewee brings to the fore two concepts: "the evolving self" and his "preferred professional agenda". The interviewee is hinting at the possibility of a reversal in his professional agenda from this current to his preferred. He therefore hints at a sense of limits to how far in his mind "his evolving self" can be separated from " his preferred professional agenda". In all there is a #TF7 (reversal) that is poorly articulated and a #TF15 (limits of separation) is more clearly articulated. I assign #TF15 [0.5] here.	Yes, he is thinking 'about' the relationship between his old and new self, and so is asserting, not so much limits of separation but the necessity of separation, sees as a process from one to the other self-concept. One might have said: "that's interesting that you put in relationship between self concepts – views of yourself – is it really a matter of a strict separation of them for you, or might there not be a relationship that is worth thinking about ...?"
			XXX 2:04:08		
			And when you look at the look at how this new experience, even though is different from your own ideal, professional agenda, I mean, I know we're talking about how you have changed. How would you say it is transformed it is changing your perspective on yourself and everything else that concerns you. What would you say is the transformative effects of this?	Interviewer is looking for #TF27	
			Babatunde Oginni 2:04:41		
23	Self House	Process TF#7: Embedding in Process., movement	I think one of the things is that I think it's made me more confident. It's made me more confident. It's made me a little bit more resilient. Because I'm totally out of my comfort zone. So I've found a way to be to be a lot more reflective also because to be a lot more reflects a lot more reflective and also to evaluate more because now before I take an action around where I am I think about it a lot. What I mean what is the impact? What how it will it affect the people around me what and that	The interviewee unpacks "evolving self" into several concepts (confident, resilient, reflective, evaluative) but only give a brief description of two and how it comes back to contribute to the ongoing evolution of self. It appears the interviewee is trying to describe	Well, here the speaker is asserting the existence of a relationship (between him and others), thus a limit of separation of the two, so perhaps we should credit him with some insight into R, either TF15 or TF 16 [0.25]? I would score TF7 if he could actually be more explicit about the ongoing

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			impact of people around me is not because I'm thinking of them, it's because I'm thinking of how they would react back to me and what would that how would that make me feel? So those are the kinds of things that I do today. I spend a lot of time in those. So I tried to I try to develop myself i work I do a lot of readings and applying for jobs. So those are the things that it has made me it has I mean those are the that's the evolution I've gone through I am more about Myself These Days rather than rather than external situations. When I'm when I'm there during the office hours like I tell to myself, I give him my all but once I've closed I am out, so I need to find I find time for myself.	how "the self" is evolving - but does not co-ordinate into a recognizable whole what is changing with what is staying the same as #TF27 would demand. I would assign #TF7 [0.5]	process he is embedded in. I wonder how you see it.
			XXX 2:06:29		
			All right, thank you, Tunde. This has been there. Is there anything else you want to say? We've come to the end of the conversation? Is there anything you want to say? Oh, you		
			Babatunde Oginni 2:06:38		
			know, I mean, thank you very much for this. It's been two hours of self reflection also. So I mean, I think for some things I've seen why some things are the way they are and they probing questions from the prompts earlier on they they gave me an insight into a few things about for deeper insights into a few things about myself also. So I'll say thank you.		
			XXX 2:07:12		
			Alright, thank you. So this is the end of the conversation. What I will do I will transcribe this interview and I will share with you the transcripts, give me a week or two. And then when I'm done with the actual scoring, I will share whatever useful information that may have come out from this.		

Thinking Modes	Present Thought Forms	Absent Thought Forms	# TFs used	F- Score	D - Score
Process (<i>Emergence</i>)	TF2,TF7	TF1,TF3,TF4,TF5,TF6	2	10 /28	Critical : 3

Context (<i>Stability & Balance</i>)	TF8,TF9,TF10,TF11,TF13,TF14	TF12	6	(35%)	Construct: 7
Relationship (<i>Common Ground</i>)	TF15	TF16,TF17,TF18,TF19,TF20,TF21	1		1 : 2.3
Transformation (<i>Living Open System</i>)	TF26	TF21,TF22,TF23,TF24,TF25,TF27,TF28	1		

Summary: In Babatunde's mind the world is interpreted primarily in terms of its seeming stability –and hence, as a given. His current Dialectical fluidity appears to be in the lower third – and may therefore experience considerable challenges effectively resolving contradictions of work and life that appear to be seemingly irreconcilable. He is more likely to construct his world in terms of a stable form than he is able to appreciate and conceive it as one undergoing ceaseless metamorphosis. Consequently, Babatunde's openness towards change generally may be a challenge and should be the focus of his ongoing development effort.