



## Introduction

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## Why Using a Profiling System?

Nowadays, forced by globalisation and the enormous pressure to reduce costs, new instruments are being searched to reduce personnel costs. After setting free personnel in order to do so there is now even a lack of personnel in some areas. Thus, the quality of the employees is a more and more growing criterion for success.

With this background, the utilisation of personality profiles for suitability diagnoses gains importance. The investments to find suitable and qualified employees are to be kept low and effective right from the start. To avoid spoiling money, there is the need of a precise analysis with valid results for the applicant and the job gap to be filled. The Identity Compass® finds this optimal relation.

## Reducing Costs

The Identity Compass® supports the necessary fixing of job specific requirements. The test of the applicant is performed directly at the computer. Personnel managers can concentrate their time on the final selection of particularly interesting applicants that way. The software helps to have lower expenses with the test based aptitude diagnosis while increasing the quality of the analysis and its objectivity. With that, a requirement-orientated test method for job filling is also within the means of medium sized companies.

# The Identity Compass®

## • What is it about?

- *How often do you want a change in your job?*
- *What are your personal values? What is their dynamic?*
- *How do you perceive and process information?*
- *What are the factors motivating you?*
- *Is there an indication for burnout?*
- *How are you perceived by others?*
- *What is the working climate?*

## • What is unique on the Identity Compass?

Instead of measuring 3-4 factors and ascribe to each of them a certain number of attributes, the Identity Compass® measures such attributes directly and achieves thereby a precision unknown before. Identity Compass® profiles are much easier to be interpreted, as one simply concentrates on a single attribute.

The Identity Compass® delivers a unique specific and precise panorama of personality. Even though people recognize themselves at ca. 90 - 100% in their profiles. This is to be evaluated the more highly, since no nebulous statements are met here, but separate completely concrete statements about thinking and acting in the vocational everyday life.

## • Working Climate

Unique is also the Identity Compass® capability to measure the working climate and motivating and de-motivating factors at the workplace. The JobMotivation Edition, developed by Dr. David Scheffer, is based on the latest motivation theories of Norbert Bischof, David McClelland, Friederich Herzberg, John Holland and Mihaly Csikszentmihalyi. Due to the JobMotivation Edition it was possible to prove scientifically the correlation between job satisfaction and job achievement the very first time.

The Identity Compass® is scientifically guided Dr David Scheffer. Dr Scheffer is specialised in research on motives.

## Your Benefits

### *as Entrepreneur*

- Discovering your own company's culture
- Preparing and carrying out mergers
- Preparing entries into new markets
- Higher motivation
- Decreasing fluctuation rates
- Reducing time debits

### *as Executive*

- Improving one's own leadership qualities
- Individually leading employees
- Individually motivating employees
- Professional change-management
- Designing optimal teams

### *in Personnel Marketing*

- Reducing costs when selecting applicants
- Reacting quickly to interesting applicants
- Designing appropriate job descriptions
- Designing optimal job advertisements the way only suitable applicants will react
- Selecting applicants you really need instead of those who are most impressive
- Improving recruitment security

### *in Personnel Development*

- Determining the exact need of training
- Aimed training
- Checking the training's success

### *as Team*

- Diagnosing problems in teams
- Showing up solutions
- Optimising teamwork
- Increasing the job contentment

### *as Individual*

- Recognizing one's own preferences, habits and motivational factors
- Optimising one's own communication strategies
- Analysis of one's own potential
- Development towards Personal Mastery
- Preparations for appliances

### *as Consultant*

- Increasing one's own competence
- Broadening your consultancy
- Accelerating coaching processes
- Aimed problem analysis
- Realizing effective solutions

# Applications

The Identity Compass® and the resulting knowledge can be applied:

## *As Entrepreneur*

- **Preparing And Carrying Out Mergers**

Two out of three mergers fail. Why??

Facts and figures were double-checked, product portfolios fit perfectly and still the merger goes wrong. Hence the different cultures of the participating companies, respectively bad preparation of the merger spoil the game.

Having revealed your own company's mostly unknown culture as well as your future partners', the foundation of decisions broadens enormously. Beyond it and in case of an affirmative decision it makes it much easier to develop strategies for implementing the perfect merger

- **Finding The Ideal Successor**

For the time being there are just in Germany almost 80.000 family owned companies with approximately 1 million employees to be handed over to a successor year by year. The Identity Compass® helps to find and select the ideal successor for the company.

- **Preparing For And Going Into New Markets**

As a result of the massively accelerating globalisation, a new market's culture has to be regarded.

- **Reducing the Fluctuation Rate**

If employees feel well in their job, their inner willingness to change the job will decrease. Analysing the job and increasing the employee's contentedness is the task of the Identity Compass®.

## *As Executive*

- **Enhancing One's Own Leadership Skills**

Possibilities in development and potentials can be shown by means of creating one's own leadership profile.

- **Individually Leading Employees**

The Identity Compass® helps to better understand other people as well as oneself. Prerequisite for individualized leading is to recognize one self's and other's uniqueness and to have corresponding variety in behaviour and thinking at all times. Therefore it is useful to understand what method of thinking the person opposite as well as what method oneself uses. This increases the respect towards others and oneself.

- **Individually Motivating Employees**

Knowing the individual motivation of employees as well as the factors contributing to it, it is easier to increase their motivation with appropriate means.

- **Professional Change Management**

Necessary changes often fail because of unidentified resistances and affected employees' ungrounded concerns. The Identity Compass® helps to go along with such changes' processes and to realize them in a framework appropriate for the affected persons.

- **Designing Ideal Teams**

Teamwork is nowadays demanded more than ever before. Wherever teams work together, problems can occur. First of all there can be teams whose results are not effective enough in the long term. This can be caused by the insufficient spread of the different structures of thinking. When very complex tasks have to be solved and when in addition the set of difficulties is subject to a permanent change (like for example on the today's market) variety in thinking is requested.

When I as an executive know my own preferences of thinking and the preferences of my employees it will be easy for me to lead employees and to assemble perfect teams.

### *In Personnel Marketing*

- **Designing Job Descriptions And Job profiles In An Appropriate Manner**

On basis of the information seized with the Identity Compass®, a requirement for a job can be set up and a job description can be written accordingly. Thus, the description optimally expresses the job's key qualifications. A comparison between the employee actually having this job and the job description is possible and the desired changes can be initiated.

- **Design Job Advertisements The Way That Suitable Applicants Answer First And Foremost**

Fact is that while some persons feel attracted by special emotive words others feel repulsed by the same ones. This relates to their structures of thinking. Hence it is absolutely logical to work out job advertisements out of the job descriptions generated before which first and foremost attract those who are needed while others feel rather repulsed by it.

First tests revealed that out of 300 applicants who applied for a normal job, one was definitely and two more only partially suitable. A second advertisement according to the Identity Compass® lead to a surprisingly different result. Only 100 applicants answered and more than 25 fit the employer's demands.

- **Improving Recruitment Security Plus Reducing Costs**

That means that by this method not only costs are reduced for less advertisements have to be placed, but the work to sight the applications is also reduced to one third simultaneously! Not to mention the unequal higher efficiency of the advertisement.

### *In Personnel Development*

- **Evaluating The Need Of Training**

In order to effectively structure a training, it is useful to evaluate which contents need to be transferred, competences to be enhanced and how exactly the participants' development shall be defined. At this point, the Identity Compass® gives valuable decision-making support.

- **Aimed Training**

According to the exact determination of contents and development goals, there is an optimal strategy of learning, allowing the participant to try out and integrate what he has just learned. That “how” do someone learns fastest and most efficiently is shown by the Identity Compass®.

- **Checking The Training's Success**

Another evaluation with the Identity Compass® about half a year later shows how someone has developed and how the training has led to the intended success.

- **Using 360° Feedback**

Enhance potential analysis's by using the Identity Compass® 360° feedback capability.

## *As Team*

- **Diagnosing Problems In Teams**

When there are problems in a team, the Identity Compass® facilitates a fast analysis of the problems by means of a team utilization. It is made visible at first sight which preferences in thinking have problems with each other or create problems. Having that knowledge, a simple explanation of structures in thinking can already lead to an improvement of the situation.

- **Introducing Solutions**

Subsequent to the team evaluation there can be more means strengthening the understanding of the mutual preferences in thinking. Each thinking style's advantages can be shown up and the team members get to know how the different approaches can be combined optimally. These activities can be fully integrated by aimed exercises. Thus, the team is given the ability to find own solutions and to integrate them their every day's life.

- **Optimising Teamwork**

The Identity Compass® shows which factors make a team successful and how they should be combined efficiently. Thereby, teamwork is possible at all.

- **Creating A Higher Job Contentment**

When a team member is solving a task fitting his working style and adapting to his preferences, he is experiencing a high job contentment. This increases the employee's inner motivation and productivity.

## *As Individual*

- **Improving Communications**

Knowing one's own communication strategies shown up by the Identity Compass® it is possible to effectively and efficiently use them in communications. Furthermore, the awareness of other people's preferences is required to communicate with them in an adequate manner.

- **Discovering One's Own Preferences And Habits**

Identity Compass® shows one's own motivational factors and internal motivational processing

- **Potential Analysis**

The inventory of one's own structures of thinking makes clear which ones are preferred in job related situations and which ones are used less often. This shows one's own potentials and which kinds of activities are suitable.

- **Develop Personal Mastery**

Being fully aware of the preferred thinking structures one can purposefully use and build up one's strengths. By practising one's hitherto less used thinking structures one can expand one's potential and will literally do jumps in personal mastery.

- **Preparations For Appliances**

Knowing one's own preferences in thinking, object values and preservation values, one also knows where to orientate at in order to conclude if the offered job is fitting or not.

## *As Consultant*

- **Increasing Competence And Range Of Action**

The training to an Identity Compass® Consultant offers easy to handle tools to enhance one's own competence and range of action.

- **Accelerating Coaching Processes**

By means of an evaluation with the Identity Compass® problems can easily be revealed and solutions be worked on. This approach makes consultations more efficiently and more successful.

## *In Sales*

In sales one automatically use one's preferred thinking structures unconsciously. Hence one easily communicate with some of one's clients, and have difficulties with others. By applying one's knowledge about thinking structures one can expand one's sales significantly.

## *In Training*

Knowing about the structures of thinking, a trainer can choose adequate communication strategies to reach participants on the levels of their structures of thinking. Furthermore, the training's success can be checked at any time with the Identity Compass®.

## *In Advertisement*

For advertisement to be successful, it has to reach potential clients to the point. Thereby, it is important to address clients the way they want to be addressed respectively the way they feel to be addressed. The European countries' and regions' cultural differences express themselves in a different utilisation of structures of thinking. The one knowing his potential client's predominant structures of thinking will be able to address them considerably easier and more successful.

This list of useful applications shall only give you a small glimpse on the possibilities offered by the Identity Compass®. You might see other uses in your fieldwork instantly.

## Excerpts From Testimonials

Particularly, I would like to emphasise the suitability of the Identity Compass for determining the potential to function as an executive... From my experience, the Identity Compass gives here very good hints as to whether or not any potential exists, and on which topics to focus coaching so as to optimally prepare for the assumption of an executive position.

Monika Weitze, HR Development  
Allianz Insurance AG, Germany

... I have experienced the Identity Compass as an enormously helpful tool, which can even help in dead-end situations (to find solutions and to put them into practice)... Also, in looking back, I can realise, that, from my point of view as a member of the work council, there is no objection at all to using the Identity Compass. I can encourage anyone to utilise this tool as extremely useful for all involved, especially for use inside the organisation for recruiting purposes.

Carsten Körner, member of work council, Germany

I am delighted to hear how amazed Executives are at the accuracy of the Identity Compass.

John Hunter-Murray, Executive Coach, India

The information obtained by the Identity Compass is especially relevant and can be used at the personal level and in the organization too (to evaluate for employment/promotion and for establishing an individual development plan). It can provide to managers data about the motivational profile of employees and can help to build high performance teams. It is an instrument that is easy to use ...

Mara Manea, Training specialist  
Coca-Cola HBC Romania

... We received tremendous positive feedback with all users and candidates assessed by the Identity Compass, as the IC results reflect accurately personal perceptions (and assessment) of the candidates. According to our experience, this is due to the individual design of the test, so that a highly differentiated picture is provided through surveying the thinking structures of the candidates. This ensures a very precise analysis of candidate strengths and weaknesses as related to required job profiles ...

Klaus Achteлик, Director HR  
Phoenix AG, Germany

... Young executives can imagine their horizon of development... teams can immediately realise (through team contrast) their resources and potential areas of development and learning (improvement). When designing teams, we are able to define a required profile that is much more precise... For conflict management, the causes are easier to be researched (targeted) and made more understandable for all those involved... Due to the Identity Compass, we are able to evaluate the learning goals with more accuracy than ever before in seminars and other supporting measures, and by quantifying the desired changes (improvements) with the Identity Compass, we have more opportunity to optimise and control the success of learning... The Identity Compass has become a superior instrument in our daily work, that makes our efforts significantly more successful. After four years of use, we can duly say the effects are tremendous.

Frank Fiedler, Trainer and Coach  
Motio, Germany

We use it (the Identity Compass) in recruiting processes, where it is a valuable as a tool for selection and pre-selection of candidates, as well as for the evaluation of the advancement potential of our employees. For the design of project teams it gives the critical hints of the corresponding or mis-matching thinking and working styles of the participants... It did extremely well in registering in all areas from external candidate to long-term employee. All those who took the IC recognised themselves in the results in an astonishing way and felt like the IC evaluated them properly and they saw themselves in the results. This leads to a very high level of acceptance of the test... We are duly convinced we have with the Identity Compass an excellent instrument for the analysis and the evaluation of potential of candidates and current employees. We are eager to see its further development.

Klaus-Michael Schunk, Head of HR Management / Enterprise Projects  
KarstadtQuelle AG, Germany

Easy to use and absolutely precise!

Herbert Aufreiter, Management Consultant, Germany

The Identity Compass is always a very appropriate basis from which to evoke personality oriented future models (for development) such as: areas for career development, questions of leadership ability and style, value assessment to the organisation (team) and similarly very specific and concrete requirements for position development... In coaching, the Identity Compass is broadly accepted for sure. The clients have, with the written and graphic evaluation presented by the Identity Compass, a document in their hands that they can reread at later times to deepen their understanding of themselves ...

Alexander Prinz zu Schleswig-Holstein, Outplacement Consultant  
HOLSTEIN:CONSULT, Germany

... The team contrast/analysis convinces ...

Heinz Kurt Pletscher, Global Head of Travel Services  
Swiss Reinsurance Company, Switzerland

... The survey is great. A diagnostic tool that convinced me ...

Dr. Toni Nadig  
Thomson DBM, Switzerland

... Thanks to the substantial thinking-preferences surveyed, we succeeded in aligning the expectations of our candidates with the required profiles of the available positions in an accurate way. Miscasting of positions and false expectations by candidates and HR departments were avoided ...

Dr. Jürgen Seifert  
Academy Team of the Federal Agency for Employment, Germany

## Valid Results

### ➤ **Reliability**

The inner consistency (Cronbach's Alpha) is between .70 and .95 and is .80 in average. Therefore the Identity Compass® fulfils restricted scientific criteria.

### ➤ **Validity**

The Identity Compass® is validated in contrast to NeoFFI (Big5), CPI, OMT, CFT and by Peer-Rating

### ➤ **Tendency For Reliability**

The Software shows a tendency how reliable are the answers given during the test.

### ➤ **Check The Results In A Casual Conversation**

A set of additional questions gives you the ability to check the results in a casual conversation.

### ➤ **Scientifically proofed (excerpted from the testimonial by Dr David Scheffer):**

Most of all, we have to accentuate the stringent theoretic foundation of the tests as well as its perfect technical implementation. The theoretical background exceeds the ordinary (amount) of theoretical foundation by far. It includes several dimensions not included in any other personality test and we have found them to be extremely valid throughout our (tests). Supporting and enhancing the already included, established dimensions, these unique features open up vast possibilities for custom-tailored personnel-recruiting and -designed profiles. Additionally, the cultural independent dimensions opens up further fields of use like training, marketing and advertisement, being investigated by our department right now.

## Availability

- Results are readable in every available language, independently from the language of the questionnaire
- Results are anonymous and encoded
- Scoring of the results within seconds over the internet
- Available 24 hours a day, day by day

# Identity Compass® Products

## Identity Compass® PreScan Edition

The PreScan Edition supports the effective choice of applicants. Generally, it is rent to enterprises based on an annual fee. The PreScan Edition inquires (online):

### Hard facts:

School education and diploma  
Professional education  
Personal experience  
Other qualifications

### Soft Skills:

Preferences in thinking from the following sectors:

#### Motivation Factors

Motives (3 subscales)

#### Motivation Processing

Success Strategy (3 subscales)

#### Information Processing

Working Style (2 subscales)

The hard facts will be adapted to the enterprise's individual needs. Filling in takes about 8 minutes. Analysis takes place immediately via internet. Thereby the enterprise gets a first significant preview of each applicant and thus can decide on the following procedure better and easier. For instance, it can invite an applicant to fill in the Professional Edition.

### Advantages of the PreScan Edition:

- Reducing costs when testing applicants
- Fast reaction to interesting applicants
- Information of a higher quality

## Identity Compass® PreScanPlus Edition

### Advantages of the PreScanPlus Edition:

- Accepts applications including testimonials and photograph of applicant.
- Measures and evaluates Hard Facts in a new and unique method according to the requirements of the recruiter
- Generates a reply to the applicant automatically

# Identity Compass®

## Professional Edition

This version poses situation specific questions concerning the job context. That results in a complex and precise personality profile in a job frame. The evaluation of the Professional Edition provides a complete survey of:

### **Perception**

(11 subscales)

### **Motivation Factors**

(9 subscales)

### **Motivation Processing**

(11 subscales)

### **Information Processing**

(20 subscales)

The professional Edition shows up which preferences people have in thinking and acting, which are their personal object and preservation values, how they seize and process information, what factors motivate them? Filling in the Professional Edition takes about 45 minutes. Analysis takes place immediately via Internet.

### **Applications:**

- Mergers
- Entering new markets
- Leadership
- Motivation
- Recruitment
- Personnel development
- 360° Feedback
- Solving problems in teams
- Ideal team design
- Coaching
- Outplacement
- Advertisement
- Training

# Identity Compass®

## JobMotivation Edition

The JobMotivation Edition is a scientifically founded instrument to analyse jobs. It considers all newer theories and models concerning job motivation. Due to the JobMotivation Edition it was possible to prove the correlation between satisfaction at work and achievement in a scientific way the very first time. This was realized by making a distinction between factors that de-motivate and factors that motivate.

### Personal Benefits

- Registering the actual job's realisation and development potential
- Optimal link between job and person by combining JobMotivation Edition and Professional Edition

### Benefits for Enterprises

- Shows the actual climate within the organisation
- Valid results concerning the contentedness and motivation at work
- Increase of the company's success by motivated and contented employees

### Advantages of the JobMotivation Edition

- Detailed analysis of the factors of job motivation and contentment
- Knowledge as basis for operations to develop the organisation
- Analysis of the employees' expectations of the future

## Identity Compass® 360° Feedback Edition

The Identity Compass® 360 Degree Edition is based on Behaviourally Anchored Rating Scales (BARS) and is used as tool to review performance. It is very short, very precise and very convenient. It takes about 5 minutes to answer the questionnaire. And afterwards, you have a profile with 10 scales:

**entrepreneurial**  
**full of integrity**  
**motivating**  
**willing to perform**  
**informing**

and scales showing the respective opposite. The data are coded, encrypted and anonymous. The scoring takes a few seconds via the internet - any time from (almost) any place, just as with all other versions of the Identity Compass®. It is possible to contrast the feedback of several persons.

## Arne Maus\* About The Genesis of The Identity Compass®

In the year 1995, I was asked to give training about structures of thinking, called "meta programs" in NLP, the first time. My claim as a trainer was to only give a talk about what I have understood before. Now there were some questions about these structures of thinking I could not answer. All trainers I asked as acknowledged experts unanimously said to me: "Arne, what you ask is nonsense. Those are simply the wrong questions in that context. Therefore there can be no answers." After having heard that from a half dozen of trainers I slowly began to believe them. God thanks not actually. Because when having met Robert Dilts, the leading head in NLP worldwide, I courageously asked him the same questions and surprisingly became a different statement: "Interesting questions, Arne. I have no answers too, but I believe there ought to be some."

This was the beginning of a fruitful co-operation between Robert and me. He provided me extensive research material that partly has not been published up to now (March 2002). After that I developed a first version and made first tests. At the same time I made another important contact: the one to Bert Feustel. He, too, provided me with extensive material.

Then there was the time of telephone calls between Hamburg (me) and Munich (Bert). In discussions about single words lasting for hours the Identity Compass® little by little took shape. Parallel to that the programming started in October 1998. Relieved I was told by the programmers that all what I wanted to have programmed was very simple and that it would be finished within 14 days. Well, I think I was a little bit too credulous in that case (or did I simply misunderstood or did the programmers mixed up something????). Because only in June 2000, that means after almost two years, there existed a really functioning version. And we still kept working on it to enhance it. In March 2002 after a development time of more than six years and three and a half years programming it is the product, I always had in mind. Three programmers gave their best and it is an absolutely convincing product now.

In the end of 1999 I presented that software to Robert Dilts in a beta version. He was very astonished about what I could show him there because we had not seen each other for a year. He was as enthusiastic as all the others who had seen the software and the questions.

Due to the scientific evaluation at the University of the German Army in Hamburg by Dr. David Scheffer the Identity Compass® was enhanced too, so that it is in compliance with strict scientific rules.

For me, it was a very nice credit after four years of development and all the work the project is made of, that all are enthusiastic about it. Also the trainers who said to me in 1995 that my questions were nonsense meanwhile are convicted the other way round. They, too, now believe that there must be correlations between single structures of thinking and that they can likely be derived from each other even when they know as little about it as me. But I am thoroughly convinced that the Identity Compass® will deliver us the answers to those questions. Some hints it already gave to me.

Hamburg, March 11, 2002

\*Arne Maus is founder of the Identity Compass International GmbH.

## System Requirements

### For the software version: personal computer with:

- Windows 9x; Windows NT 4.0; Windows 2000; Windows XP
- Apple MAC, 400MHz / OS 9.2.2 or 500MHZ / OS X with Virtual PC 6
- 10 Mbytes free space on hard disc
- 7 Mbytes of free RAM
- 1.3 MB free space on your hard disc or on floppy disc for the questionnaire
- Access to the Internet for scorings

### For the online version:

#### Server Side:

- Linux, FreeBSD, UNIX or Windows 2000, Windows XP

#### Client Side:

- JAVA-script capable Internet browser  
(Tested with: Internet Explorer 4.x & 5.x, Netscape 4.7x & 6.1 and Opera 5.12)

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## Notes

### The Identity Compass® was developed by

Arne Maus with support by Robert Dilts and Bert Feustel.  
 Information in the web at: <http://identity-compass.com>

### Already finished translations (End 2007)

German, English, Danish, Swedish, Norwegian, Finnish, Dutch, Polish, Romanian, French, Italian, Spanish, Catalan and Portuguese. More languages are to follow soon.

Identity Compass® is an internationally registered trademark.