

"THE ELITE PERFORMANCE SERIES"™ REPORTS
by
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REPORT TWO

**"DECODING EXPERTISE:
'ADVANCED BEHAVIORAL MODELING'™ TECHNOLOGY"
By
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True expertise is an amazing thing to behold in action. To hear about someone performing some remarkable feat is one thing. To actually witness the event or the person in action is quite something else. And yet there is something even more remarkable and more meaningful with this level of expertise. This is true especially when one is able to enhance the performance level even more as well as enhance the quality of our professional and personal lives. This is where our proprietary modeling technology, "*Advanced Behavioral Modeling*"™ continues to make its mark in many fields of endeavor.

Imagine being able to determine how experts do what they do! Imagine even helping experts enhance their expertise! Imagine being able to transfer this expertise to others! This is exactly what we

continue to accomplish year after year with our proprietary technology!

Just what is “*Advanced Behavioral Modeling*”™? It is a beyond cutting-edge technology we developed to capture, to decode, to synthesize and to transfer human expertise to others in any given field. Through a structured and cost-effective training process --- a training process that is dramatically accelerated for savings in time and money, we transfer the expertise in a model-based training which we custom design for both the private and public sectors.

The “*The Advance Behavioral Modeling*”™ training, modeling, organizational development and consulting are innovative services which we offer to organizations and to individuals in government and industry alike, wherever people seek effective and cost-conscious methods of enhancing performance.

“*Advanced Behavioral Modeling*”™ *Technology* is a scientific approach to individual skill development, training and organizational development. Over the years, my partner and I have refined the process to what it is now, a unique, synthetic approach to capturing and transferring expertise. Within the context of our modeling experts

and elite performers in a wide range of different professions and abilities, we have created a process that is a groundbreaking synthesis of highly effective techniques combined with our research and work in a wide variety of human typologies, behavioral change technology, cybernetics, values and accelerated learning.

It is this unique synthesis which allows us to understand and to utilize the diverse facets of human behavior in a multitude of contexts. “*Advanced Behavioral Modeling*”™ is a sophisticated approach to capturing expertise because it operates at a process level. It distinguishes the characteristics that are actually causally connected to expert performance. Also, we create our models based on what superior performers actually do, rather than on what they think they do or on someone’s theory about what works.

In Advanced Behavioral Modeling™, no one typology suffices in understanding human behavior and personality. This is why we have created a unique synthesis resulting in a balanced model that incorporates the mental, physical, emotional and spiritual components at work in the individual. We then synthesize these aspects into an even more powerful form that takes into account

contextuality. Our approach is based on systems theory and the understanding that performance is improved by optimizing the interactions of the different parts, and not by building new parts and putting them together.

In our work, we focus on human difference. With all of our research and applications, we are experts in human typological studies. We know that every human being has what we call a unique “model of the world”. And in working with top performers and experts, we determine the diverse yet interconnected components of their “model of the world”.

As mentioned above, “*Advanced Behavioral Modeling*™ is the process of capturing, encoding, replicating and transferring expertise. We work with experts and superior performers who are able to perform a task or to manifest an ability at an exceptionally high skill level. “*Advanced Behavioral Modeling*”™ addresses the following question: “How is it possible that one person can achieve such amazing and extraordinary results while other people can only produce average or mediocre results at best?”

Let me give the example of an amazing expert who had heard about our successful work and came to us so that we could “capture” his expertise for posterity. He was one of the most remarkable individuals whom we have modeled and was the greatest educator of our time. How is it possible that he achieved overwhelming success every time he taught a course while other teachers cannot achieve these same results? He was an extraordinary and singular expert who, with his brilliant mind combined with other supportive personal characteristics, created an equally extraordinary “expert” process by which he could demonstrate his own expertise.

We have found that although many experts and other elite performers know *what* they do to achieve their results, they simply don’t know *how* they do. They cannot answer the question at the basis of our work: “How is it possible...?” Experts cannot answer this question because they are working out of what we refer to as “unconscious competency”. As “*Advanced Behavioral Modelers*”™ we decode the diverse and multi-faceted components of experts’ “unconscious competency”. Thus, in addressing the question “How is it possible that....?” the answer is that the experts may know the

“what” of their particular task, yet they do not know the “how” of what they do. That is where we come in to unpack the “how”.

Most people have found themselves in a situation in which they know what they would like to do, are driven by great motivation to do so; and yet they are still not able to do what they would like. The reason is that they don't know how to mentally prepare and sort themselves to accomplish the task or goal. Or there may be a mental block of some kind that is preventing them from doing so.

In such cases, for example, in working with Olympic athletes and coaches, we not only capture what these experts do, we also help them to eliminate these performance blocks. As a result of modeling experts, we design trainings that are model-based. We model an expert or experts in a given field and then design a training to transfer the expert skills to other suitably selected individuals. I would like to stress a particularly important point about expertise and training. A given individual cannot become an expert in a given field just because he or she has gone through a custom designed training. For example, can a person off the street take a two week training course and suddenly perform brain surgery? Of course not.

The same applies to transferring any expertise which is captured by modeling experts. The model is readily transferable to those individuals who share certain aspects of the expert's "model of the world". Just because a person may exhibit solid basketball skills, does not mean that he will necessarily be the next Michael Jordan.

The bottom line is that it is not enough to know what to do or how to do it. *One must actually be able to do it.* At times this may require different levels of behavioral change and we focus on this in our model-based trainings in order to achieve the desired outcomes.

What are some of the advantages of our modeling technology? Advanced Behavioral Modeling™ can have three major by-products. First, it can reduce training times and increase skill levels over conventional trainings. Second it can help to design the man-machine interface of equipment. We call this *psycho-ergonomics*. This is the science of designing human machine interfaces that actually work. Third, it can help in personnel selection. We determined that pre-selection is always more important than training. We live in a society that believes you can train anyone to do anything. This is simply not true. It is important to select the right people and to

train them properly. The key is to selecting the right people is to chose individuals who have the same talent and innate abilities as those who are already successful at a given job or at performing a particular task.

This is where “*Advanced Behavioral Modeling*”™ Technology is of great help. Traditional methods of hiring rely on education and job experience, both of which do not suffice in determining future success. These methods do not take into account behavioral factors which can only be determined by modeling the successful people or experts. For example, “*Advanced Behavioral Modeling*”™ is a sophisticated approach that can identify competencies that are directly related to superior job performance. It is not enough to identify the skills needed for high performance. One especially needs to know whether individuals are capable of performing the skills needed and this involves extensive synthesis on many levels. With our exclusive “*Profiling Plus*”™ behavioral assessment tool we are able to identify those candidates who have the skills and the appropriate “model of the world” to perform the task or tasks in question.

ABM has been rigorously tested and validated with outstanding results in both the private, public and federal sectors. We have developed models for clients worldwide on entrepreneurship, marketing, sales, negotiations, public speaking, photography, interrogation, learning, military marksmanship, Olympic sports, coaching (we modeled the top 3 coaches in the country). Based on personally modeling top coaches and the coach who has coached more Olympic games than anyone else in the history of the games) we developed our “*Elite Coaching Model*”™

Within the next several months, the two chapters on teaching and on coaching (including the mental aspects of performance we taught to Olympians) will be published in the definitive “*The Research Manual for Model-Based Teaching and Coaching*” for US coaches.

Thus, with our proprietary “*Advanced Behavioral Modeling*”™ Technology”, it is now possible to replicate the expertise of high performance individuals in a variety of areas. Given the nature of our highly competitive global economy, it is critical that we be able to maintain our standards of excellence and our performance levels.

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