Criteria—The Internal Contingencies to Importance

You should be aware of (good), flexibly adapt to (better), or strategically create (best) the lens that you use to assess your Importance.

Chapter 6 presents the lens moderators to Importance. In this chapter we will consider these different internal contingencies to Importance. First, we will seek to UNDERSTAND the impact of the criteria that we emphasize, including the:

- Scope dimension, in particular our cross-sectional Importance lens “snapshot”
- Time dimension, in particular our longitudinal Importance lens “cinema”
- Frame dimension, in particular our Importance lens “zoom”
- Scale dimension, in particular our Importance lens “anchors” or benchmarks
- Perspective dimension, in particular our Importance lens “clarity”

The upshot of these choices will be reconciled in terms of how their respective internal On or Off switches bear on the different path-nature relationships. Second, we will seek to IDENTIFY these internal/criteria moderators by sketching personal and professional case study illustrations. You might use them to see yourself (mirror) or others (window) more accurately. Third, we will seek to PERSONALIZE these internal/criteria moderators by presenting reflective exercises that you can use to relate them to your particular Importance journey. Fourth, we will seek to APPLY the above by deriving guided checklists that can help you make better personal choices and craft better management strategies.
UNDERSTAND . . .
The Criteria of Importance

Will a person's Importance be evaluated the same way regardless of the method that is used to measure it? Or, if not, is Importance inherently dependent on the approach to assessment that a person selects? Does this mean that different paths to Importance will vary in attractiveness, and be deemed more or less successful, based on the criteria that we choose to apply?

This chapter will address these issues by taking up the underlying question “Do different criteria make a person's particular path to Importance look better or worse?” Stated plainly, “What are the measurement factors influencing Importance?” Stated colloquially, “Why do certain lenses make certain people feel more or less like a VIP?”

Or, in terms of our model, “What are some of the key internal moderators of Importance?”

Here we will advance the proposition that the power of our drivers to impact our Importance is also contingent on our criteria. Therefore, the impact of people's filtered paths will also depend on the metrics they apply. Lesson: Different “lenses” can make us assess Importance in different ways. If we think about criteria as the means that we choose to assess or judge Importance, it is critical that we recognize that these different “judges” can render different verdicts.

Before we get started, a few points of clarification:

- POINT A: Importance is not measurement neutral. It depends on our criteria (i.e., the lens that we use to view ourselves).
- POINT B: Measurements (criteria) are different. They vary in breadth and scope. They vary in length and time. They vary in emphasis and focus. They vary in scale and comparison/calibration benchmarks. They vary in perspective and clarity. These are critical, non-trivial distinctions of how criteria can influence assessment.
- POINT C: Criteria moderates Importance. It is impossible to understand one's self-subjective Importance until the means of assessment itself is understood. If the criteria change, our Importance can change accordingly. That is to say, we can assess our significant value differently when we use different measurement approaches, employ different perspectives, and utilize different standards.
- POINT D: If you understand the Importance criteria that you use, you will be able to understand why you see yourself in a certain manner . . . but still be at their mercy (low control). If you flexibly adapt your criteria, you will be able to incrementally modify your self-perceived significant value (moderate control). If you regulate criteria, you will be able to proactively enact your world and create your fundamental reality (high control).

Now for a discussion of some of the key internal, criteria-related dimensions bearing on Importance.