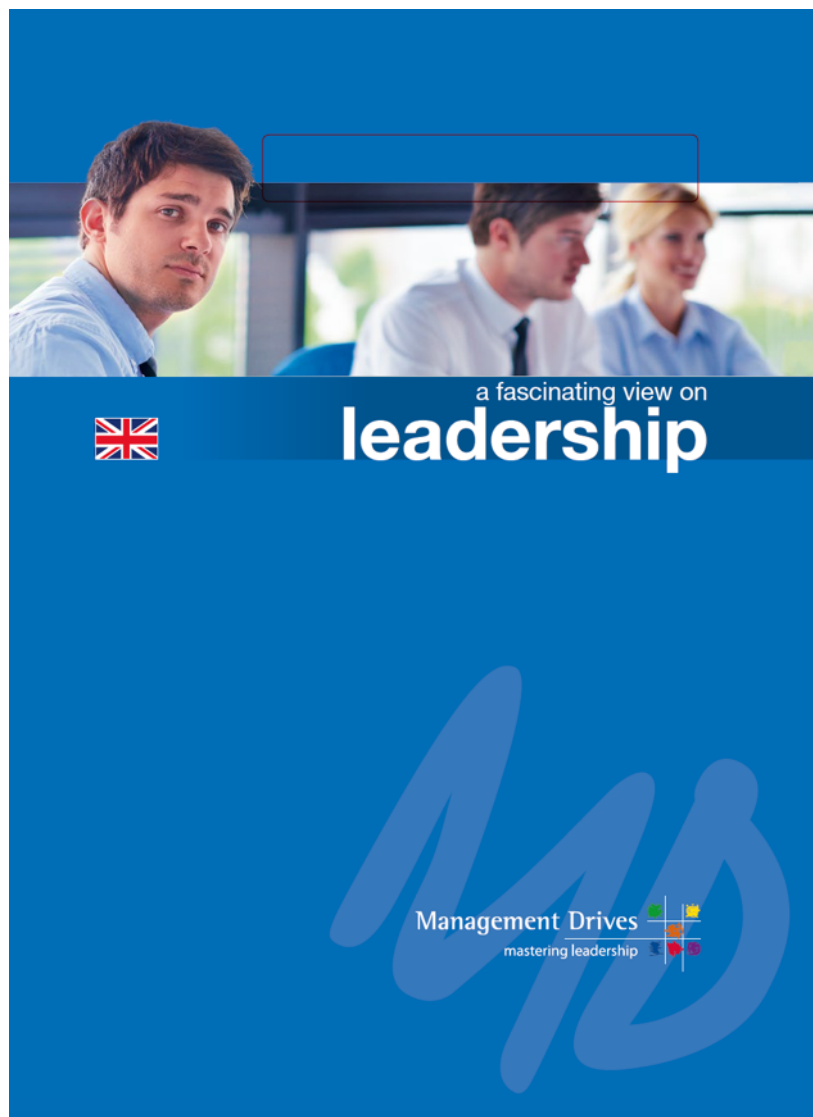




## Profile book 2016



\*These changes are made in the Dutch and English version of the profile book. The new Dutch version will appear approx. in Mai 2016, the new English version appeared in March 2016. There is also a USA version with special 'Letter' profile paper.

### **New and reinforced box**

To send the profile books without any damage to you, we adjusted the box. With a reinforced box we limit the possibility of any damage to the profile books during transport.

### **Other paper for the profile book**

We use other paper in the profile book. The paper is lighter than the previous version. Due to the lighter paper it's easier to handle. The cover isn't changed so the perception of quality stays the same.

### **20% weight reduction**

By using lighter paper in the books and removing the pens and bloc notes from the box we realise a weight reduction per box of 2kg (almost 20%).

## New profile paper

We changed the type of paper for the profile prints. Clean white paper of high quality but less smooth. Certain printers were having problems printing the profiles due to the smooth paper. We solved this problem by using other paper which take on the ink better.

## New back cover of the profile paper

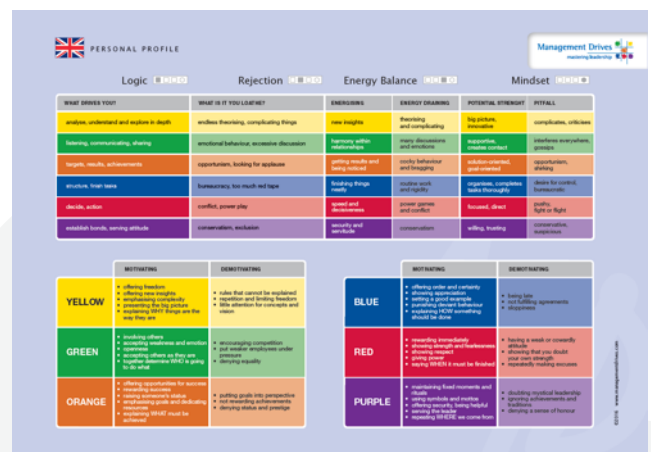
The changes in the profile book also has affect on the explanation of the profile paper. This means that texts on the back cover are slightly changed.

- The explanation for Mindset is changed
- The explanation for Diversity is changed
- We added a flag in the top left corner of the language in which the explanation is given.



## Complete new print 'Personal profiles'

The profile papier 'Personal Profiles' is improved The back cover of the print offers you a complete explanation of the graphs. From now on the front consists of the complete profiles instead of Logic/Rejection.



## New tables for the explanation of the six colours

The new lay-out in two tables is more attractive and clearer. The content of the tables stays the same but it's better visualised by using two tables, colours and icons.

**Yellow** Leadership style visionary

A visionary is someone who, based on knowledge, understanding and creativity, provides a longer insight into future developments. If you have a lot of yellow in your profile your leadership style is "visionary".

**ADVANCE**

search for the new truth. And compensating is not easy. When someone has done and achieved, instead of being things together, yellow detaches them from each other. For yellow, it's not only enough the future, it's also of the future is created, then it is decided how the future will be realized.

**PITFALLS**

may consider focus on differences and fine details often. can make things more complex than necessary adds for help when it is too late or not at all and can therefore get trapped down in their own thoughts. ignores their own useful behavior and may even be responsible for others. can't be not good enough, knows he/she is not good enough for a person or a job.

**ADDING TO YELLOW**

- Blue adds details and embeds into existing frameworks
- Green adds attention to people, support, feeling and emotion
- Orange adds practicality, concrete application and a sense of realism
- Red adds speed, focus and decisiveness to the endless possibilities
- Purple adds attention to continuity, serving and existing customs

**TENSION WITH YELLOW**

- Yellow also finds it easy to criticise someone else's truth
- Green often finds yellow a little distant. Yellow does not seem to want to connect with anyone or conform
- Orange tends to find yellow impractical and far too profound. Isn't it fine as long as it works?
- Blue thinks yellow is too chaotic and sometimes even threatening. They do not fit in with well-structured things
- To red, yellow is awfully slow and busy with things that are of no use to anyone at the moment
- Purple believes yellow has no sense of past achievements and no bond with the organisation

**ADDING TO YELLOW**

- Yellow emphasises the importance of thinking things through and truly understanding matters
- Green adds attention to people, support, feeling and emotion
- Orange adds practicality, concrete application and a sense of realism
- Blue adds details and embeds into existing frameworks
- Red adds speed, focus and decisiveness to the endless possibilities
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## Positive, negative and exaggerated behaviour

This theme is implemented in Tab 1: Theory instead of Tab 3: A closer look. When you pay attention to this theme earlier during feedback, it's fits better. Also the text for exaggerated behaviour is slightly changed to match the other documentation.



## Mindset

The Mindset explanation is changed considerably. We let go of the explanation and the lay-out with the small pie chart. Instead we mention the potential strength and pitfall (exaggerated and negative behaviour) This makes the information more practical and easier to use when you connect the + and – from the Energy Balance.

6 > Mindset

The **mindset** shows which **drives and behaviours** engage you the most

The drives in the mindset go from large to small, start at "3 o'clock" and continue counter-clockwise. Through the use of a pie chart, you can quickly determine which drives consciously and subconsciously occupy your thoughts. The size of segment determines to what extent you are engaged with that drive and its behaviour. The largest wedges show your potential strength and your pitfalls regarding exaggerated or negative behaviour. If the colour sequence for your mindset differs from that of your logic, the drives that are more prominent indicate that you show a different pattern of behaviour when you are under pressure. That can be useful. The small segments show matters you seem to completely forget about.

POTENTIAL STRENGTH	
<b>YELLOW</b>	creates "big picture" overview, maintains certain distance, creates new approach
<b>GREEN</b>	establishes contact, listens properly, seeks support
<b>ORANGE</b>	goal-oriented, practical approach, solution-oriented
<b>BLUE</b>	structures, completes tasks thoroughly, organises
<b>RED</b>	focus, provides clarity, directness
<b>PURPLE</b>	trusting, appears willing, does what is necessary

The **mindset** shows your profile **under pressure**

The mindset shows your potential strength and pitfalls that mainly manifest themselves under pressure (or when there is a total lack of pressure).

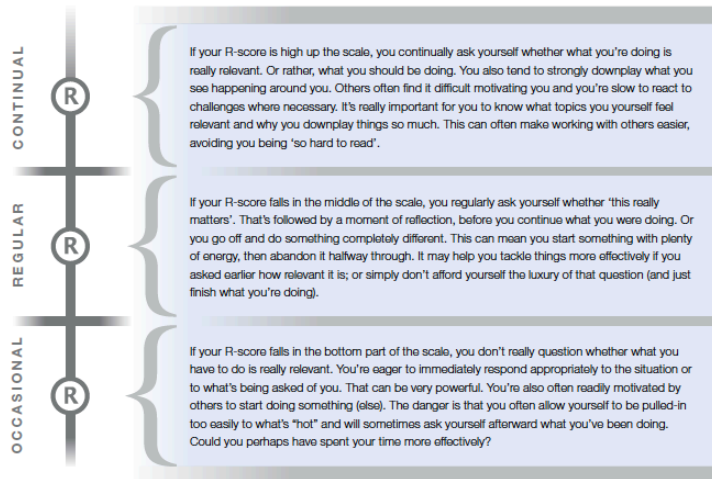
Your mindset may be hiding a particular desire. For instance, the want to know everything, to be fully accepted, to be admired, to be in control, to be strong, or to feel safe. The value of the "mindset" is the fact that you can learn to recognise not just the negative thoughts but also particular desires and learn to deal with these in a positive manner. Therefore the mindset also shows your potential.






POTENTIAL PITFALL		
	exaggerated behaviour	negative behaviour
<b>YELLOW</b>	over-complicates things, wants everything joined-up	criticises, cynical
<b>GREEN</b>	interferes everywhere, but continues to seek consensus	gossips, maligns others
<b>ORANGE</b>	flavour of the month, opportunistic	shirking, blames failures on others
<b>BLUE</b>	sets out rules for everything, desire for control	bureaucratic, hides behind tasks and rules
<b>RED</b>	pushy, forceful, everything must be done NOW	fight or flight, is he stronger than me?
<b>PURPLE</b>	protects own circle, conservative	suspicious, distrustful

## Addition reading the R-score for group profiles



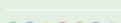
We added information on how to read the R-Score in case of a group profile. Previously this information wasn't in the profile book.



### A quick way to read your R score: the footnote in your profile

-  Before you start something you always wonder if it is actually relevant. If it is, you follow your drives. If it is not, you do nothing.
-  After your first three drives, you experience a moment of reflection. If it is truly relevant, you will also follow the other three drives.
-  You rarely wonder whether that what is being required is truly relevant.

We can also see a R-score for teams, displayed in the footer of the group profile. The higher the score the more difficult it is to create a close-knit team. That is to say, each participant makes his or her (often unconscious) immediate assessment as to the relevance of something. The question that the team leader must then ask initially is WHETHER a topic is relevant. In addition, the leader must regularly ask HOW a topic can be made relevant to the team. Understanding of relevance is then essential. Thus, although people may sometimes feel something to be irrelevant, a given task or order must nevertheless be performed within an organisation.

-  It is important to reflect at length on those things that we find truly relevant both as individual team members and as a team. Sometimes a clear order to individuals is needed: 'I know you are not madly keen on this but it needs to happen now'.
-  As much discussion as possible and the flavour of the month in the team. Many things don't get finished because the fun of brainstorming has taken the pressure off. 'Is it really relevant to carry on with this now?'
-  The team immediately gets down to their tasks. The danger is that only afterwards is it concluded that doing a particular task wasn't really of great relevance.

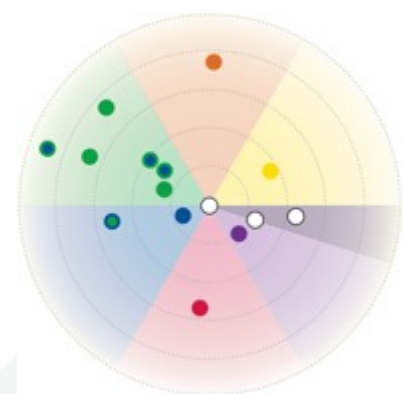
## Extra information for group profiles

When explaining group profiles, we mostly pay attention to the colours that are in, but less attention to the colours that aren't in or to a lesser extent. From now on we explain what it means if a group is lacking a colour or has little of it.

	A LOT OF... CAN LEAD TO:	A SHORTAGE OF... OFTEN MEANS:
<b>YELLOW</b>	Too much yellow can lead to Utopian fantasies, complicating things, criticism and inactivity	A shortage of yellow often indicates a lack of innovation, analysis and vision resulting in the group feeling suddenly "ambushed" by external developments
<b>GREEN</b>	A lot of green can lead to a constant craving for more involvement and a feeling of "not being heard"	A shortage of green often means a lack of empathic contact resulting in the members not really getting to know each other and lacking support
<b>ORANGE</b>	A lot of orange can lead to the flavour of the month, opportunism and bragging	A shortage of orange often means that the team is insufficiently results-oriented and is unaware of competition resulting in a lack of efficiency and other groups taking over the team's role
<b>BLUE</b>	A lot of blue can lead to too much attention to detail and bureaucracy	A shortage of blue often means a failure to follow up on agreements and complete the finer details of tasks, resulting in a lack of genuine quality
<b>RED</b>	A lot of red can lead to egotism and an internal struggle for domain	A shortage of red often means a lack of decisiveness and focus resulting in the group being prone to constant repetition and becoming a distraction within the organisation
<b>PURPLE</b>	A lot of purple can lead to complete isolation from the outside world	A shortage of purple often means lack of understanding of the mission, the reason for the team's existence. What binds the team?

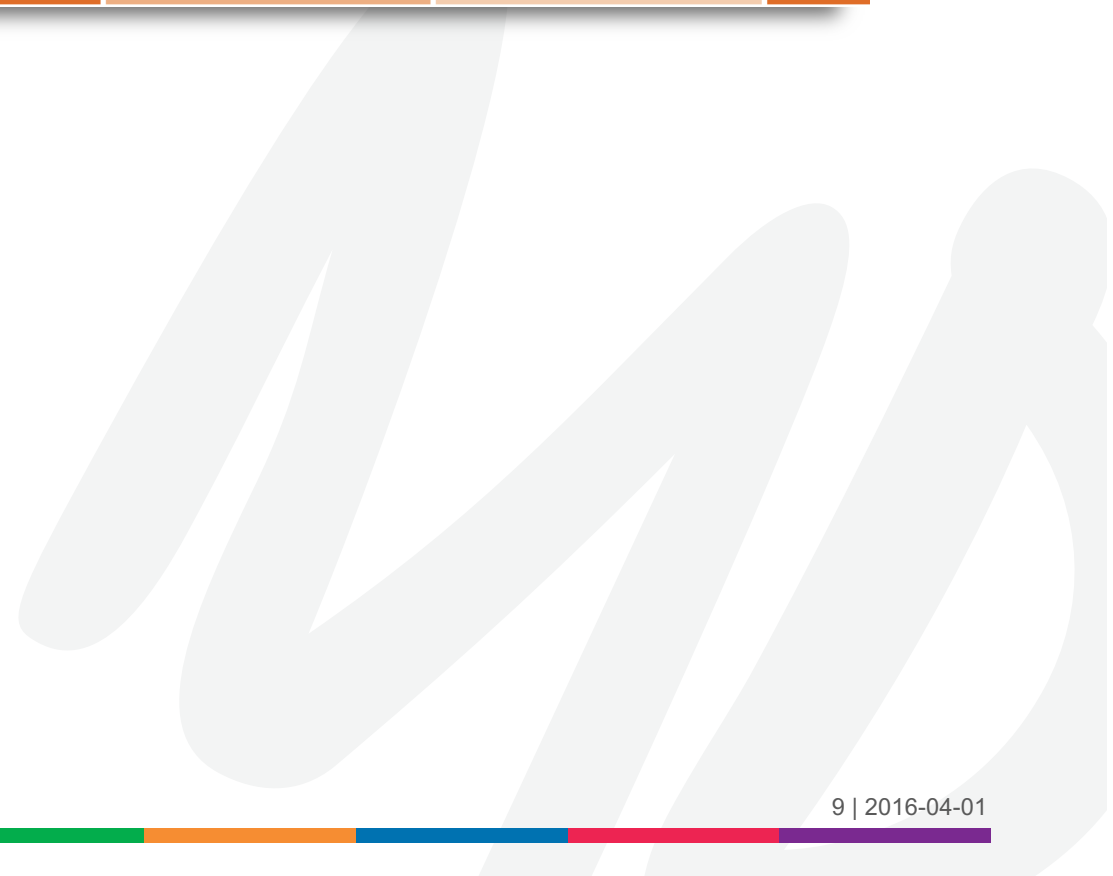
## Colour order Diversity graph changed

The colour order for the Diversity graph is adjusted so it matches the MD Matrix. The upper part contains Yellow/Orange/Green and the lower part contains Blue/Red/Purple.





## Improved lay-out Leadership principles

The tab Leadership contains 'Important Leadership principles' sorted by colour. To make it easier to read we divided it into two columns 'You as a leader' and 'Leading...'.  


Leadership principles for every professional			
	YOU AS A LEADER	LEADING...	
<p><b>YELLOW</b> leadership is required in situations where constant innovation is necessary</p>	<ul style="list-style-type: none"> <li>• hold weekly evaluations and know your strengths</li> <li>• keep developing yourself, get inspiration by reading, arts, music, etc.</li> <li>• aim for synergy (between products and between people)</li> </ul>	<ul style="list-style-type: none"> <li>• stick to a vision and communicate it</li> <li>• ensure there is a coherence between form and function</li> <li>• take things back to basics, make it simple</li> </ul>	
<p><b>GREEN</b> leadership is required in situations where care and attention are required</p>	<ul style="list-style-type: none"> <li>• think "together" and "win-win"</li> <li>• keep encouraging and complimenting each other</li> <li>• gather the right people around you</li> </ul>	<ul style="list-style-type: none"> <li>• first understand the other person before you try to be understood</li> <li>• be empathetic and give the other person space, active listening</li> <li>• use each other's strengths</li> </ul>	
<p><b>ORANGE</b> leadership is required in situations where competition or marketing are involved</p>	<ul style="list-style-type: none"> <li>• be proactive and experiment</li> <li>• put the customer center stage and pull him in</li> <li>• create valuable work, there is no such thing as "good enough"</li> </ul>	<ul style="list-style-type: none"> <li>• aim for clear results and keep things practical</li> <li>• set challenging, inspiring goals, think big, target the maximum</li> <li>• focus on the long term and ensure short-term success</li> </ul>	

## Teamscan and Feedback included

The new profile book contains information about the Teamscan and Feedback. The team scan is used during sessions and in this way participant scan write their results down. Every participant can use their profile book fort heir own profile, group profile and the result of the team scan.

Management Drives also offers a Feedback tool which gives insights in your behaviour and the desired changes. This is complementary to working with drives. Feedback gives you insights in the way you look at yourself and how others see you.

### 6 > Teamscan

## The culture scan indicates the urgency of change

The culture scan shows how the team is behaving in practice and how urgent it is to make changes. The scan delivers a clear image of the direction in which the change needs to go.

The culture scan indicates those aspects that are in balance (shown by a 0, ZERO), which aspects are overemphasised (shown by a +, PLUS) and which matters are receiving too little attention (shown by a -, MIN). A culture scan reveals what is good but more importantly what needs to change. It is only possible to change a team successfully if that is useful in the light of the team's drives. The culture scan shows how the team's drives are expressed.

High scores reveal that the team is in urgent need of change. Low scores do not necessarily mean that change is less urgent; it may simply indicate that the team sees this as less urgent. This can sometimes make it more difficult to discuss and to tackle.

Changing a team proceeds in six steps as described in the Connected Change approach (see page 88).

#### MANY IDEAS, LITTLE EXECUTION



A team that really trusts each other (purple), that is however too strongly led by the favour of the month (orange), talks too much (green) and tends to over-fantasise (yellow). Too little attention paid to completing tasks (blue) and to directness and focus (red).

#### A LOT OF EXECUTION, LITTLE VISION



This is a group that is not yet a team (purple), talks a bit too much (green) and experiences conflict (red). Sufficient attention to agreements (blue) but cautious (orange) and lacking in vision (yellow).

#### ENTER HERE THE RESULTS OF YOUR OWN TEAMSCAN



Notes

\_\_\_\_\_

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\_\_\_\_\_

### 7 > Feedback

## The feedback reveals your personal challenges

Management Drives also offers a feedback tool that gives a clear insight into your behaviour and the changes recommended.

The feedback tool shows you how you see yourself and how others see you, holding up a mirror that reflects your behaviour to reveal WHAT you do and HOW you work. It shows why you succeed or fail in achieving your goals.

The drive profile that you already have reveals what your drives are. Drives can change but that's often a slow process and one that isn't always conscious or planned. Learning new behaviour is far quicker when related to your drives. Someone with a green drive can display more red behaviour if he or she genuinely feels this really matters to the group.

The feedback tool is a behavioural mirror that uses the same 'colours' and thus the same language, making for a powerful combination of the two profiles and giving you a complete picture of yourself and what you need to do. The mirror comprises four quadrants; balanced, negative, exaggerated and absent.

The feedback additionally gives you insight into how you and others perceive your task, together with clear guidance on the behaviour you should retain, develop, or let go.



	PRESERVING	DEVELOPING	LETTING GO
YELLOW	<ul style="list-style-type: none"> <li>• Non-thinking</li> <li>• Out-of-the-box</li> <li>• Insights</li> <li>• Analytical</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Thinking through</li> <li>• Working out someone's</li> <li>• Aiming at the future</li> <li>• Investigating, considering</li> <li>• Questioning</li> <li>• Out-of-the-box thinking</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Non-conformism</li> <li>• Physical stiffness</li> <li>• Distance</li> <li>• Desires to be right</li> <li>• Complicating</li> <li>• Criticism</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>
GREEN	<ul style="list-style-type: none"> <li>• Empathizing</li> <li>• Empathetic listening</li> <li>• Togetherness</li> <li>• Communication</li> <li>• Eye for people</li> <li>• Involvement</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Being open to feelings</li> <li>• Searching for support</li> <li>• Emphatic agreements</li> <li>• Open questions</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Resentment</li> <li>• Searching for help</li> <li>• Discuss problems</li> <li>• Setting norms</li> <li>• Pampering</li> <li>• Talking about...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>
ORANGE	<ul style="list-style-type: none"> <li>• Ambition</li> <li>• Drive towards improvements</li> <li>• Aim at results</li> <li>• Enthusiasm</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility</li> <li>• Attention for practical aspects</li> <li>• Positioning</li> <li>• Entrepreneurship</li> <li>• Profiling</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	<ul style="list-style-type: none"> <li>• Ambitious</li> <li>• Aimed at ego</li> <li>• Blagging</li> <li>• Regularly calculating</li> <li>• Opportunism</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>