Talent Dynamics

How to unlock your team’s true potential
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Talent Dynamics Team Case Studies
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“Talent wins games, but teamwork and intelligence wins championships.”

Michael Jordan
Every enterprise has an invisible thread that determines its performance. It is similar to the thread of health that we encounter when we fall sick or some part of our body stops functioning effectively. Everything links to this thread.

In the same way that our thread of health extends beyond our body to the food we eat, our relationships and our environment, the invisible thread that shapes your team and company performance extends beyond your daily work to your partners, customers and the market.

No matter how hard you might work to get the right people, or implement the best systems and strategies, if this thread is damaged or broken, your efforts will be wasted.

When the thread is whole, the business will naturally hum with energy and excitement. Customers, talent, ideas and opportunities are attracted with little effort. It is very obvious when we see a business that is connected in this way and one that is not.

This thread may sound like a complex thing but it can be very simple. The greatest business leaders were able to see through the many moving parts of their companies to this simple thread and therein lay their success.

This book is about taking the complex challenge of team performance and making it simple. It is about creating transformational results rapidly, and sustainably. It is about making this invisible thread visible.
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PART 1

Talent Dynamics Principles
I was frustrated. It was a simple idea but I wasn’t articulating it well. Michael asked me to explain it again.

It was 1991. I was trying to get my first business going and Michael was my mentor. He had built a large property business in Ohio and we were driving from the airport to his home in Columbus. We were talking about teams.

I tried again: “Well, most of my university friends probably would want to run their own business but they aren’t all naturally creative. Rory is great with people but not so good with numbers. Mike is great with numbers but not so quick to make decisions. Why can’t we have a system that lets us match up the right people into the right teams?”

Michael shook his head, “You mean personality tests?”

“No, I mean more than that. Most businesses fail because they do many things well but then a few things badly. I’m talking about a system where people could self-assemble themselves into winning teams around great ideas – where everyone isn’t waiting for the one superhero leader who has the idea, the resources and the management ability all in one package to get things started.”

Instead of answering me, Michael dialed Directory Enquiries on his car phone. “Can you put me through to Ohio State University? Thank you.”

After a few minutes, and a few redirects, Michael somehow managed to get a senior lecturer at the University’s Business School on the phone. “Sorry to take up your time, but I would really value your opinion. I have a young student here from Cambridge University in England who has an idea he would like your opinion on.”
Put on the spot, I gave a rambling summary of my idea. “Do you think everyone can be a leader? But in a way where our strategies differ based on our strengths and weaknesses? I want to start a business but I know if it fails it will not be from what I am focused at but by what I’m not focused at. I need a team.”

I continued, “I have friends who have are great at leading a team or getting the detail right but without someone like me to take the risk in getting started, they’d rather take a safe route with a safe job. It’s like everyone is waiting for everyone.”

“Could we not have a system where we begin with any team and simply add strength to the weakest part as the catalyst for success? Instead of trying to train leaders or waiting for the catalyst to arise in a market in the form of a superhero leader, could we not have a way to add the missing ingredient into the existing teams, effectively redefining what leadership is for each person to be entrepreneurial in their own unique way?”

“It would be like sports. Everyone knows the games. Everyone knows the positions. New championship teams are created every year in every country.”

“If business was a game that everyone enjoyed playing, wouldn’t that be more fun and motivating?”

The voice at the other end of the line laughed. “Not everyone has the energy to build a business. You can train in the aspects of business but you can’t train someone in entrepreneurship. That takes a unique set of ingredients.”

“So would you say entrepreneurs and visionary leaders are born that way?” Michael asked
“Yes I would. While I admire your enthusiasm, you’ve got a utopian vision. We can train managers. We can’t create leaders. It won’t work. The world is far more complicated than that.”

That was that. I remember the conversation well, because it made me park the idea that we are each unique leaders with hidden potential for the next ten years.

In 2002, having begun a series of businesses, and met many business owners, I created the Wealth Dynamics system. This system is the resulting combination of my early enthusiasm in Ohio with a decade of experience in enterprises and the people who run them. Its purpose is to align ordinary teams to achieve extraordinary results.

Wealth Dynamics is now used by some eighty thousand entrepreneurs around the world, and it has led to the creation of Talent Dynamics for organisations. The stories you will read in the coming pages are from the teams that have been using the system to create extraordinary results.

Throughout the last ten years, I have met many individuals who believe, like the college lecturer, that there is no magic system that can transform results – whether this one or any other. I have met many individuals who believe businesses are complicated and you can’t achieve a quantum gain in performance with just a few simple steps.

You will receive similar resistance, perhaps in your own team. Sometimes, enough to put you off trying. Just don’t do what I did. Don’t lose a decade waiting.
What is Talent Dynamics?

Talent Dynamics is a business development system that empowers a corporation to grow its profit and productivity dramatically. It does this by measuring and increasing the trust and flow in its leaders and teams.

The system includes a profiling tool that measures the level of trust and flow through an organisation at different scales. It can measure this at the level of the company (How is the company valued in the market?), at the level of the team (How is the team valued in the company?) and at the level of the individual (How is the individual valued in the team?). Your Talent Dynamics profile allows you to see others in context, and to see your team in context to the growth stage of the company.

The system gets to the heart of the organisation by getting to the heart of each individual. What are the conditions by which each of us performs at our best with effortless ease? How well do we understand how to empower those around us to perform at their best? It begins with the principle that we each have an underlying talent that, when allowed to shine, creates extraordinary results.

“Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.”

_Albert Einstein_
You have most likely taken psychometric tests before and your company may be currently using one of the many systems available. What makes Talent Dynamics different from other systems?

All modern psychometric tests are less than 100 years old but have common roots that date back over 5,000 years. You will notice some of the language used in Talent Dynamics (such as intuitive & sensory thinking dynamics, and introvert & extrovert action dynamics) to be familiar to other tests.

These all date back to phrases coined by Swiss Psychologist Carl Jung. Jung pioneered analytical psychology, which is based on a combination of psychoanalysis and archetypes. Talent Dynamics can be overlaid with other current tests but goes much deeper by returning to the roots of archetypes.

You will find in the coming pages reference to the five frequencies and 64 hexagrams of the Chinese ‘Book of Changes’, the I Ching. The I Ching was first introduced to the West by Richard Wilhelm when he returned from China and joined the Austrian School of Wisdom in 1920.

Carl Jung, a fellow member of the School, was influenced deeply by the I Ching and its philosophy of how man interacts with time. Jung published his book ‘Psychological Types’ in 1921 with many of these concepts within his own system and then published the first translation of the I Ching in the West with Richard Wilhelm in 1923.

Whilst psychometric tests grew in popularity, Carl Jung spent his remaining years studying the relationship
between archetypes and his concepts of ‘synchronicity’ and the ‘collective unconscious’, both terms inspired by his experiences with Wilhelm and the I Ching.

Talent Dynamics goes beyond being simply a psychometric test to a system that differs from others in that:

1. It relates our natural talents to eight intuitive profiles that are easy to remember and explain to others, each with its own set of role models today that we can relate to.

2. Talent Dynamics links each profile to a set of strategies that, when followed, lead us to our ‘flow’ state. So rather than seeing each profile as a box to sit in, each is a game to be played and mastered.

3. A unique facet of Talent Dynamics is the link of the eight profiles to the seasons of time, so we can see not only who should do what but when they should do it. In times of rapid change knowing when our winning formula becomes our losing formula is critical.

4. The invisible thread that links us to each other and the performance of our company results in a meaningful link between the benefit of nurturing our own personal well-being to benefit the well-being of the company.

In the coming pages, we will begin with one simple notion; the invisible thread and we will break that first into two, then four, then eight, then into many. From this process, we will see how we can create transformational change by cutting through the complexity of corporations, using the pathway of Talent Dynamics.
Why Work?

What is the big reason to show up for work each day? At first glance, with so many different businesses in so many different industries, it seems there must be a wide range of purposes for each to exist. Is the purpose of the company to make money? To serve the customer? To gain market share? To make a difference in the world?

The beginning point of Talent Dynamics is that all businesses have the same shared purpose. When they fail this purpose, they cease to exist. When they achieve this purpose each day, they thrive. There is a parallel in the natural world. When we look at the natural world, we see that all living things, despite their diversity, have the same primary purpose: To preserve and propagate life. What is the primary purpose of an enterprise?

**The primary purpose of an enterprise is to add value to the community it serves, profitably.**

This may sound obvious at first glance but too often we see businesses that are no longer adding sufficient value. As customers and employees move elsewhere, they fall into a spiral of disrepair and the invisible thread is broken. Often we see businesses continue to deliver value but no longer profitably. The business starts incurring losses or making cuts that take it down a similar death spiral.

When we focus everyone on the two performance measures in this primary purpose: ‘How well are we adding value?’ and ‘How profitably are we achieving this?’ , we align everyone to the two most important drivers that ensure the success of the business.
Is a Business a Living Thing?

We are all familiar with the fractal nature of nature. The same principle of preservation and propagation we find in a human we find in a community at a larger scale and in our individual cells at a smaller scale.

Does the primary purpose of an enterprise scale up to an industry and down to the individual? Does our rate of success and survival depend on the same primary purpose?

From the beginning of the life of modern corporations in the 19th Century, companies have been treated as living individuals, with tax liabilities, legal and ethical responsibilities and clear guidelines for when they are alive and when they are dead. When we think of a company as a living thing to be grown instead of built, we become interested in its life cycle. The success of the company will not be by how long it lasted but by how full a life it led, the example it set and the legacy it left behind.

When we apply the same primary purpose to a team within a company, this is how it reads:

The primary purpose of a team is to add value to the other teams it serves, profitably.

Within Talent Dynamics, we have worked with teams which have suddenly found themselves redundant to the organisation. They had stopped adding value at a level that was economically effective and their role was scheduled to be automated or outsourced. We have seen these teams recreate themselves by becoming clear of the value they still possess how they can leverage this value to impact the bottom line. Sometimes this is to the same organisation. Sometimes it is to the wider industry. When
we ask ‘how can we double the value we are delivering and double the profit we can generate?’ the resulting shift can be dramatic.

The same happens when we scale down to each person with the same primary purpose:

**The primary purpose of team players is to add value to the team they serve, profitably.**

Like cells in our body, the moment the cell disconnects from its primary purpose – of contributing to the health of the body – the cell dies or is ejected. While few of us want to be thought of as simply a cell in our company or community, this comparison is helpful in forcing us to look outwards and question “What is this ecosystem I am part of supporting? How can I measure and grow the value I deliver? How can I do this more profitably for the benefit of the entire ecosystem?”

This discipline of measuring the health of the connection between things, in addition to the things themselves, is an essential responsibility down to the human level. Every cell in our bodies holds this responsibility and so holds the genetic code of the entire body.

When every individual holds a responsibility for the health of their connection to their team, through to the company, through to the wider community, they hold an outlook which enables them to grow increasingly employable as uncertainties in the future of industries and careers continue to grow.
A Case Study: USP Creative

A case study from the Talent Dynamics Team

From its maritime history to its musical heritage, Liverpool has been home to enterprising spirits for generations. But even the Beatles occasionally needed a little help from their friends.

USP Creative is another such innovative hub in the city by the River Mersey. Recommended by a mutual client, managing director Jan Peters came to Talent Dynamics after responding to her instinctive feeling that her staff were not in flow – although she wouldn’t have used that term at the time.
She had recently made some changes to the structure of her team but their underwhelming response was having a detrimental effect on productivity. She noticed that some people seemed uncomfortable in their new roles, which led to discouragement within the team.

Jan’s instinct proved to be correct. Although business was thriving in comparison to their competitors, Jan knew they could accomplish much more – and have more fun doing it. For an inventive company like USP that operated in a deadline driven environment, the situation had the potential to seriously affect productivity. Jan asked me to meet the operational team.

Working in a close-knit business like USP requires a profound understanding of everybody’s roles in the team and their patterns of flow, so I was keen to get started. First, I held the Talent Dynamics two-hour taster session. Then everybody received their personal Talent Dynamics profile reports, which revealed not only their preferred approach to problem-solving but also helped them discover new ways to get the best out of each other.

The session was lively and because everyone’s strengths and weaknesses came into play during the exercises, it was exciting to see the team reach some real ‘eureka!’ moments about why certain relationships were inhibiting performance. Consequently, people quickly identified better ways of working.

The purpose – as always with our unique approach – is to create value within the staff and then leverage that value. Jan picked up on this immediately. Following the session, team members were left with a better understanding of their own Talent profile, which highlighted two symbiotic breakthroughs: firstly, when and how to get in flow as individuals; and secondly, how they can be of most benefit to the team. A person in flow makes
for a productive and happy employee; a team in flow is a beautiful thing.

Jan emailed me shortly after the session:

‘We were impressed by your energy and enthusiasm as a facilitator, which was infectious and helped the team buy into the Talent Dynamics concept. The icebreakers certainly helped to alleviate the tensions and reservations so that towards the end of the session we were able to freely discuss our concerns.

For some members of the team this was the key to understanding why they weren’t performing as well as they had in previous roles. Understanding their own strengths and weaknesses and those of their colleagues has helped working relationships, and made it easier for managers to delegate roles.

The session brought clarity to the team and generated a lot of positive debate. This in turn brought the team closer together as it became clear that they were sharing the same concerns and frustrations.

It was definitely worth the time out of the office as the programme really resonated with the team. The crucial thing that we learned was how we can turn each others’ strengths and weaknesses to our advantage when in flow to strengthen our business and build team relationships.’

So significant was the influence of Talent Dynamics that within a week a restructure was proposed, which was accepted by the team and then implemented. Everyone started implementing Talent Dynamics within the office. People were more comfortable flagging problems and tackling them head on rather than letting them fester.
I called Jan six months after the programme. She said,

‘Now, when hiring new staff, potential candidates are profiled through Talent Dynamics. We look for people with profiles that both complement the role requirements and fill gaps in the USP team. This ensures a harmonious workspace and fosters a feeling of optimism.

People now enjoy their work more. Communication and trust is much improved, the environment is easygoing, and the team is far more relaxed and happy.’

The changes have led to smoother workflow, and there has been an increase in both cash flow and profit. The changes at USP Creative have been profound and far-reaching – with a little help from their friends, of course.
In a world of rapid change, it’s a challenge to keep up. What should be the main focus when profits fall or when customers leave? What tasks become priorities and what activities become redundant? What direction should we grow our business as new markets arise?

There are many inputs and criteria we can use to help us navigate the way but these all come down to measuring just one thing. This is the invisible thread that runs through every market, every business and every team.

When this thread thins out, we lose the magic that makes us energised and optimistic – the same magic that motivates us to work smarter and that inspires us to dream bigger. When this thread grows, the magic grows and entire teams and companies share a confidence and momentum. Petty problems seem to disappear and an alignment appears that becomes poetry in motion.

This invisible thread can be explained in two simple words:

**The Invisible Thread = Sustainable Trust**

When a customer has a trust in a product or a team has trust in an individual, they are delivering a value that has a thread from the past to the future. The trust can be for a number of different (and opposite) factors, such as trust in the reliability of a product or person, in contrast to trust in the disruptive nature of a product or person.

As we will see shortly, within Talent Dynamics there are five different factors of trust and within every brand, team and person our reputation is built on the factor in which others trust us the most. No brand can build its
reputation by trying to be trusted in everything, trying to be all things to all people.

Similarly, as individuals we reach our peak performance when excelling in the area we build trust most naturally and having a team to support us in the areas where building trust is more of a challenge for us.

Think for a moment about the greatest challenges you are having in your business and in your team. What part does trust (or the lack of trust) play in your anxieties, concerns or uncertainties?

Whenever trust is weak or breaks down, we have a human tendency to try and fix it. Sometimes, intuitively, we use our area of greatest trust to try and fix it. For example, when a customer relationship breaks down, we may send the person they trust most to solve it. When a product sells badly, they may visit the customers they trust most to gain feedback. When a team is not performing, we may send in someone whose leadership we trust to solve it.

These are all band-aid solutions to patch up trust. They are temporary and unsustainable solutions. ‘Sustainable Trust’ is something quite different.

When trust grows sustainably, connections are made like branches of a tree or like tributaries of a river. Products that have built sustainable trust with their market lend easily to a widening or deepening of the product range.

Teams that have built sustainable trust with the other teams in their company will gain far more support and attract far more forgiveness for temporary mishaps. Similarly, team players that know how to build sustainable trust in their team are valued and will be the first the team turns to for leadership in the area they are trusted in.
Sustainable trust is invisible, like a hidden bank account that keeps generating interest. It is quite different from temporary trust, which is held quite visibly, in the hands of the trust’s recipients. This is the ‘benefit of the doubt’ that customers will loan you when they try a new product.

This is temporary and can be withdrawn at any time. Teams will give you temporary trust on certain roles or tasks that are laid out clearly in the job description or project brief. When you fail to fulfill on this temporary trust, it will be taken away.

When you focus on temporary trust, stress levels increase dramatically and performance falls to short term goals. Why does this happen? Imagine joining the trials for a football team and you have a week before the test game to see if you qualify. You’re going to be assessed on how well you play the game, and you’re either going to get in the team or not.

One approach is to spend the week improving your passing and kicking skills. When the game starts, you are working hard to be in the right position to get the ball to prove your skills. You miss one or two opportunities and stress rises. You mis-kick the ball and some of your team mates start to pass the ball to the players they trust more. Your stress continues to rise and you begin to chase the ball harder.

When you are not chosen for the team, you kick yourself for making the small mistakes and you wish you had been given more time to prove yourself.

A second, quite different approach is that you meet with the other players in the week leading up to the game. You find out where they are strong, where they are weak, and where they need the most support. You decide your
role is to make the entire team succeed at their best. You make this known to the team and everyone agrees on a game plan.

When the game begins, rather than being focused at the ball, you are focused on the flow of the game. You don’t chase the ball but you position yourself to where the ball is going to be. You pass the ball when it doesn’t serve the team for you to hold on to it and you spend far more time focusing on the players than on the ball.

You make as many mistakes and mis-kicks as in the first approach but this 2nd approach impacts the flow of the game. Your team has a level of trust in you that is quite different from the first approach. Do you make the team? If you did, congratulations. If you didn’t, someone else will be asking you to trial before too long.

This is more than just being a team player. It is about becoming aware and connected to the invisible thread – this sense of collective flow. A game of football has an invisible thread: the flow of the game. ‘Sustainable Value’ is the flow of the game of business.

In corporations, the word ‘sustainability’ has been overused. It has come to mean everything from being a good environmental citizen, to being a business development buzzword. Within Talent Dynamics, sustainability within a company’s invisible thread relates to the concept of flow. When a river flows, it sustains life. When it stops flow, life stops with it. When our body systems flow, we live. When they get blocked, we suffer ill health and when they stop, we die.

Sustainable value is the flowing stream within a company that determines the health of all other threads of flow – from cash flow to product flow, from customer retention to employee turnover.
Accomplished business leaders have an uncanny knack for zooming in on what’s most important and aligning the team through trust and flow. No one praised a leader by saying “They helped me by making things more complex.”

Leaders make the complex simple and from that simplicity, the team can handle any complexity.

What is complexity? Complexity is like the branches of a tree. Looking for the roots of complexity doesn’t help any more than looking at the roots of a tree. The roots are as numerous as the branches. The key to understanding the tree is to look back to the seed which created it. The seed can always be found in the fruit.

You can’t solve a complex issue by studying the roots or cutting the branches. All transformation comes from changing the DNA of the seed. Within Talent Dynamics, the DNA of the invisible thread comes down to a simple equation:

**Talent = Value x Leverage**

In my experience, this equation is the single most powerful concept in the transformation of teams and companies.
Let’s look at each of the three parts that make up this equation.

**Talent**

Talent is the invisible thread as it exists within an individual, a team and a company. It is the unique, sustainable value that exists both internally and externally. Each of us has a unique talent and when it is put to use, it allows us to shine brightly. It is not a static object, but a flowing force. It is like electricity. When connected, it can be directed to create extraordinary results.

The extent to which talent shines depends on the combination of the next two parts:

**Value**

Value is the level to which your talent is of value to those around you. Value results in attraction. Wherever you see people getting attracted – whether to a product, person or company – you will find value. In the same way that in physics mass creates physical attraction, in markets value creates market attraction.

Value is measured by trust. Trust is the measure of value. If you want to find out how your brand is valued, find out what your customers trust in your brand. If you want to find out how your leadership is valued, find out what your teams trusts in your leadership.

**Leverage**

Leverage is the measure of how much of your talent is being used. Leverage results in growth. In a body, one
cell is value. A million interconnected cells is leverage. Growth in itself can be unsustainable but when growth is in both enhancing value and expanding value – in preserving life and propagating life, then growth is sustainable. This is a more accurate definition of the growth we mean. Leverage is about doing more with less and this is where profit happens. Value in itself does not ensure a healthy business. Leveraged value ensures that you not only have attraction but the attraction results in profit for everyone involved.

Leverage is measured by flow. If you want to find out how well your products are valued, it shows in your revenue. If you want to find out how well your teams and systems are leveraged, it shows up in your profit.

How can we increase the power of our talent? It doesn’t come from just focusing at growing talent separate from the business. It comes from this equation. Talent can be grown dramatically within an individual, team or company by transforming the value delivered and by transforming how this value is leveraged.

The best analogy for this equation is a river. Rivers have a height, which determines the speed of water flow. Similarly, value determines the speed that trust flows and that money (or other value) is exchanged.

Rivers also have a width, which determines the volume of water flow at that speed. Similarly, leverage determines the volume of trust flowing at any moment and the money (or other value) that is exchanged.

The talent of an individual is their personal river of sustainable value to the team. The talent of a team is the team’s sustainable value to the company. The talent of a company is the company’s sustainable value to their market: Talent is the invisible thread. Talent is sustainable value.
What is Talent?

“Of all the things I have done, the most vital is coordinating the talents of those who work for us and pointing them towards a certain goal.”

Walt Disney

Talent is not just what you do well. It’s what you love doing well. That’s why so many of us aren’t even aware how valuable it is, because it is what we do that is fun, that is fulfilling and that we do with ease.

‘Talent’ originates from ‘Talenta’ which was a measure of gold in Ancient Greece. It became a metaphor for the gold in each of us in the ‘Parable of the Talents’ which made it into ancient Greek texts and eventually the Bible. The parable goes like this:

The Parable of the Talents

A master had a property worth 8 talents. He split the talents between his three servants to hold onto. After coming back from his trip, he finds two of them have invested their talents and have doubled their value, so they are rewarded. The third buried his talent for safe-keeping, fearful of losing it, and was punished for being lazy.

The master then said (quote) “Take away therefore the talent from him and give it to him who has the ten talents. For to everyone who has, will be given and he will have abundance but from him who doesn’t have, even that which he has will be taken away. Throw out the unprofitable servant into the outer darkness, where there will be weeping and gnashing of teeth.”
Talent is the most valuable asset we hold – individually and collectively – as it is a flowing river that constantly grows in its giving. It is the most powerful force locked within every team. As the Greek Parable describes, when we use it, it is returned with interest. When we hide it, we lose it.

In the coming pages, we will see that there is a science behind the art of using our talent. Talent Dynamics allows us to highlight our own talents, how we build trust and how we grow flow. We will also see that, to grow the talent in others, it begins by identifying value and leveraging it.

Your value is someone else’s leverage and their value is your leverage. As the seasons in team dynamics and your company cycle progresses, your winning formulas become losing formulas and the talent needed changes.

We’ll see that many of the biggest challenges within our teams and businesses are the result of distrust and lack of flow. When we become aware of why we are getting bypassed and where there are breakdowns in trust and blocks in flow, we become aware that there is a flip-side to both value and leverage.

There are opposites of value, and each of us is naturally stronger in one of the opposites and weaker at the other.

There are also opposites to leverage and we have a similar natural tendency to one of the opposites.

Based on these opposites, our talent determines both what we find most effortless and what we find most challenging; where we will be most trusted and where we will most rapidly lose the trust of others; where we will accelerate flow and where we will become the bottleneck.
A Case Study: IPS Institute

A case study from the Talent Dynamics Team

From the moment we launched Talent Dynamics, there was one country that I was certain would take to it like a fish to water: Australia.

So it was fortuitous in 2010 when Vicky Jennings took Step One on our course to become a performance consultant in Brisbane. Despite the thrill I get from training clients and seeing how the Talent Dynamics system helps their organisations, there comes a time when everyone needs trusted and talented people to help spread the word and Vicky fitted the brief perfectly.

I immediately felt that her company, IPS Institute (a registered training organisation), had a natural affinity with our approach to developing teams. Consequently, Vicky has become an essential part of the Talent Dynamics team.

The IPS Institute offers a variety of qualifications in the civil construction industry. With key contacts within
her existing client base, Vicky was in a great position to introduce our programmes to large companies.

Within a month of accreditation, Vicky had profiled and reviewed her own staff. Having realised that most people had accountabilities that were not adding to overall flow, she re-structured her team.

Shortly after implementing the changes, she wrote:

‘I implemented the strategies that grew out of what I learned on the course and my company doubled its revenue within six months. I had to recruit more team members to deal with all the new contracts.

The benefits are not just profit-related. My team is having more fun and feeling much more connected to the business than ever before.

The biggest insight is the power it has had on my business: the ability to organise a team around their strengths. Leveraging that potential will turn into profits. Your theory of flow is a powerful one.’

That was a very encouraging start. But as a newly-trained performance consultant, how would Vicky translate the applied success in her own business to training others in the art of flow? Firstly, Vicky ran some ‘taster sessions’ for key chief executives with whom she had already worked.

The initial session resulted in $40,000 of orders for her company. Those sessions have been reshaped into a monthly webinar, which widens her reach across Australia and spreads the word.

Overall, the taster sessions have been a great lead generator with an astounding 80% conversion rate – some with breathtaking results. For instance, a client of Vicky’s that
offers training services completed a one-day programme and soon after identified over $1 million of new processes and strategies they could implement within a year.

Vicky said that her intention with teams is ‘to max what they can achieve’ – her term for describing how ambitious teams can get even more leverage from their people.

She says that the tools are not only for high achieving organisations. She has helped dysfunctional teams make new breakthroughs, which has led to a renewed spirit.

Talent Dynamics strategies complement seamlessly with the training and services that IPS already offers to their clients. Vicky now builds Talent Dynamic profiling into client proposals as part of ongoing training and development, a strategy that has led to major contracts and a raft of new people taking our profile tests.

Her list of clients that have benefitted include the Australian Defense Force, the Australian Institute of Management, Brisbane City Council, GMC Global and Pacific Petroleum.

Vicky’s accreditation has created a virtuous circle: the programmes benefit her own business, which in turn helps her clients; the more successful her clients, the better for her own business.

Vicky gives a number of concrete examples of what can happen when people are given responsibility that suits both them and the team. A team member with a Lord profile was unhappy in a customer facing role.

He was moved to an analytical position where, within a month, he showed his real talent by recovering $100,000 of outstanding debts.
Another member of the IPS team was on the verge of resigning because she was so out of flow and unhappy. Rather than lose her, Vicky asked her to take the Talent Dynamics profile test. When it was discovered that her talent lay in other areas, she was promoted to a post in which she could bring more to the team. And I’ve little doubt that she is happier too. This is what I like to hear: real change happening in real people’s lives.

On a personal level, having the team in flow has freed up Vicky’s time to the point that she now operates in her flow all the time. It’s no accident that her personal sales conversion rate has increased by 50%.

Two years after her accreditation, I caught up with Vicky on Skype. I keep close ties with all my performance consultants but I was especially keen to hear if our tools were still having a profound effect on her business.

She said,

‘I’m still so excited about what Talent Dynamics can bring to my business, my clients’ businesses and my life.

*I don’t recognise my staff anymore. Now I have to fight them home with sticks in the evening because they love coming to work – and our bottom line has doubled. It’s a totally different place to work.*

We thrive on the feedback we get from clients who, without exception, find the programme refreshingly different. They soak it up and love it when they can see results even after a two-hour taster session. For as long as our clients’ businesses grow, they will come back to the Talent Dynamics system.

I tell people that if they’re thinking about coming on one of the workshops, “Don’t think about it, just do it!”
The Talent Dynamics Square

The Talent Dynamics square gives us the relationship between the eight Talent profiles. Think of it like an eight-sided mountain, where there are different rivers flowing down each side.

Each of the eight Talent profiles has a different natural path to how they most easily create trust (and where they can most rapidly create distrust). They also have a different natural path to how they most easily leverage to increase flow (and most easily create blocks to flow).
The Two Opposites of Value

The square shows the two opposites in the way we think and the way we act. Some of us think more with our ‘head in the clouds’, where we are more ‘creative’, depending on our imagination. This is the ‘Dynamo’ energy on the top of the square. Some of us think more with our ‘ear to the ground’ and are more ‘sensory’, depending on what we see around us. This is the ‘Tempo’ energy at the bottom of the square.

Think of these energies as frequencies, which are tuned in to different radio stations. When we are tuned in to our natural station, we easily fall into our natural rhythm and harmony. We are in our flow. When we are not tuned in to our natural station, it can feel very disjointed, and often all we can hear is static.

Innovation

The two opposites of value relate to the top and the base of the square. ‘Dynamo’ frequency team players – the Creators, Stars and Mechanics – create value through innovation. They are excellent at creating new things, whether products, marketing strategies or systems. When they get into their flow, they are most trusted in their innovation. They are least trusted in their service, measurement or communication, depending on their profile.

Timing

At the base of the square, ‘Tempo’ team players – The Deal Makers, Traders and Accumulators – create value through timing. They are excellent at having their ear to the ground, keeping things stable and providing
consistent service. When they get into their flow, they are most trusted in delivering value through their service. They are least trusted in delivering value through innovation, new communications or new systems, depending on their profile.

As an example of how opposites compare, a Creator Profile may have many new ideas, and be excellent in generating new business. But if their role requires them to follow up with each of their customers without adequate support and complete all their own detailed metrics, they may fall behind in their areas and so lose the trust of the other teams relying on these tasks. By supporting those in the areas in which they are more challenged and enabling them to focus on their strength, they can rapidly double the new revenue they generate.

In contrast, a Trader profile may be proficient at looking after clients, gaining repeat business and referrals. But if their role requires them to create new initiatives and creative solutions to the issues they come across, they can fall behind and lose momentum. By supporting them with clear plans, metrics and enabling them to manage the client issues of the day, they can rapidly double the amount of repeat business they generate.

**The Two Opposites of Leverage**

While the opposites of value are the top and base of the square, the opposites of leverage are the left and right side of the square. Some of us act more through people and are more extroverted. This is the ‘Blaze’ energy on the right side. Some of us act more through data and are more introverted. This is the ‘Steel’ energy on the left side.
Multiply

‘Steel’ frequency team players, on the left side of the square – the Accumulators, Lords and Mechanics – leverage through multiplying. This comes from the question ‘How can this happen without me’? It is about making things simple and making many. They are excellent at systems thinking and looking for the simplest way for things to replicate themselves. When they get into their flow, they are most trusted for adding value through their natural focus on measurement. They are least trusted in their innovation, communication or service, depending on their profile.

Magnify

‘Blaze’ frequency team players – the Stars, Supporters and Deal Makers – leverage through magnifying. This comes from the question ‘How can this only happen with me’? It is about making things more complex and making only one. This may be about defining a new unique brand, a team code or a special deal, each that comes from applying personal time in relationships. When they get into their flow, they are most trusted for adding value through their natural focus on communication. They are least trusted in their innovation, service or calculation depending on their profile.

As an example of how the opposites of Steel and Blaze compare, a Lord Profile may have an excellent ability at analysing an issue and supplying data to back up their analysis but if their role requires them to interact with the teams that are facing the issue and drive change through their communication skills, they can quickly fail.

In contrast, a Supporter profile may be excellent at representing the views of their team in highlighting new
resources required, through the discussions they have had. But if their role requires them to back up their views with solid data and to make a financial case for these resources, without the right support you will have set them up to fail, with a role designed for their weaknesses to be able to sabotage their strengths.
The Five Frequencies

Each of the eight profiles relate not only to individuals but to teams. Each team has a team profile, which is the combination of the individual profiles. It also applies to every brand and company.

Before we look at the eight profiles, it is worth looking at how the eight profiles relate to five frequencies of time. This also leads to the five areas of trust and the five areas of flow that can be assessed and measured with Talent Dynamics.
The five-sided star that makes up the five frequencies is related to the five energies you will find within the Chinese five elements. Four of the frequencies – Dynamo, Blaze, Tempo and Steel make up the Talent Dynamics Square. When this square is seen as the base of a pyramid, the fifth frequency, ‘Spirit’, sits at the apex of the pyramid.

The Spiral of Time

Unlike any other profiling system, Talent Dynamics has a close relationship with the cycles of time. This is extremely valuable today in our fast changing markets. Each business goes through eight distinct stages that relate to the eight profiles and all industries go through cycles similar to seasons.

As a company moves through each stage, it requires a different type of leadership. As teams evolve through Tuckmans’ four stages of ‘Form, Storm, Norm, Perform’, they also require a shift in energy within the team.

The four frequencies in the base of the pyramid are states of change, like the four seasons. The fifth frequency is what Aristotle called ‘The First Mover’, being the source to the rest. This is the water energy, which is the basis of flow.

This frequency is outside of time, at the beginning and end of every cycle. The five frequencies form a cycle that begins and ends at water. Every project, business, industry, country goes through these frequencies as they cycle from creation to completion to creation again.

Our effectiveness changes as we resonate with our environment and as we resonate with our time. Even in the right environment, as time changes we can lose our flow – our winning formula can become a losing formula.
Great leaders recognize this and will move their teams, departments and even their own positions to support the phase the business is in to stay in the flow.

All teams have a collective frequency that sets the environment for everyone in the team. New product development and strategy requires a Dynamo team. Sales, marketing and networking requires a Blaze team. Service, troubleshooting and scheduling requires a Tempo team. Financial management, analysis and systems require a Steel team. Visioning and setting culture and values requires a Spirit team.

Teams will often get into flow by simply adding individuals with the right frequency, with the resulting shift increasing the effectiveness of everyone in the team.

The greatest challenge occurs when seasons change and an individual or team does not shift with the season. For example, a high Dynamo founder may have been rewarded with high growth and recognition in the early Spring season of the business for their innovative energy.

When the company moves on to Autumn season and there is more of a need to enable customer and partner relationships to take root, that same innovative energy becomes disruptive and unwelcome.

If the founder is not aware of the need for this settling, they will continue to be disruptive. Equally, if the team doesn’t harness and focus the talent of the founder in a new area of growth, they may lose them altogether. Talent Dynamics gives both sides a common language in a common situation like this to find a solution. It allows everyone to take account of both the change in seasons and the driving principle that every individual is at their most valued when focused on their talent – in the right place at the right time.
When it comes to vision, the image of each of the five frequencies being a radio station can be upgraded to each being a TV station. It isn’t just what we hear but what we see that is different.

Each of the five frequencies has a natural vision which differs from the others. When combined, a team with all five will not only perform better but will anticipate coming events and challenges far more effectively. Here are the five aspects of vision:
Dynamo provides Perspective – Best at asking “What?”

Perspective is related to depth of vision. Perspective gives a deeper view of what is possible. Perspective focuses light and sparks the flame, yet this focus can miss the elements on the periphery. Dynamos are great at providing perspective but often at the expense of the peripheral issues.

Tempo provides Perception – Best at asking “When?”

Perception is related to breadth of vision. Peripheral vision gives a wider view of what is there. Perception includes more distinction on what already exists, grounding experience in place and time, yet can miss what might be. Tempos see the wood for the trees but often miss the bigger picture.

Steel provides Clarity – Best at asking “How?”

Clarity is related to the detail of vision. Clarity can see in black and white and can pick up detail that others will miss. Clarity can clearly distinguish between the different elements of a situation, yet can miss the fun in the moment. Steels see every detail but often at the expense of the people involved.

Blaze provides Colour – Best at asking “Who?”

Color is related to drama of vision. Color can make our vision come alive with variety and vibrancy. Color allows us to see the rainbows in light and gives us a chance to dance, yet with color we lose clarity and can easily miss the detail. Blazes see the excitement but often miss the detail.
The fifth element offers the fifth aspect of vision, insight. Insight transcends our two eyes and is seen through what different cultures have termed the ‘third eye’. Insight relates our outer world to our inner knowledge, or in Jungian terms, our ‘conscious’ to our ‘unconscious’.

While all eight profiles have a natural tendency towards one or two of the four frequencies – Dynamo, Blaze, Tempo and Steel – every profile has the ability to increase their level of Spirit.

As you step into a leadership role, there is a temptation to use the higher authority to broadcast louder at your frequency. The key to effective leadership within Talent Dynamics is not to do this, as it drowns out the talents of those around you. Instead, operate from a higher level of spirit, where you are tuning in to the frequency of others and learning to connect to them at their frequency.

This is especially the case where Talent Dynamics is applied to external parties, such as Talent Dynamics for sales and Talent Dynamics for recruitment. When you tune in to those you are connecting with and then relate to them at that level, the pace at which you can make a relevant connection and arrive at a trusted outcome grows rapidly.

Our natural frequency cannot be read from a resume. It is not a measure of intellect. Yet it is at the core of what gets us motivated and demotivated. It is at the core of our daily experience and our future vision.

When we bring together the right team, we build the power of great vision. Through vision, we can turn our thoughts to action. With great vision, we can turn great thoughts to great action. We can turn dreams to reality. High performance and making magic is a team sport.
When a £650 million-turnover procurement company came to us, I was keen to show how the Talent Dynamics tools are applicable at any scale. Headquartered in London, the multinational company provides business processing, technology and procurement services the world over and counts many blue chip brands on their client list.

Their focus is to save money for their customers, increase efficiency and concentrate on the things that make a significant difference to their business. HR and reward manager Helen Butler came looking for tools that her teams could use to iron out issues of accountability and performance. She said:

‘I was interested to see what positive impact Talent Dynamics would make on both the teams and the business as a whole. After a taster session, I took the five-day accreditation to become a performance consultant so that I could bring the tools in-house.

The course was fantastic and set me up to lead the programmes when and where I saw fit. After running some one-day programmes internally I noticed that the teams were more engaged and “in their flow”. We managed to uncover a lot of latent potential and consequently expect to deliver substantial savings within twelve months.’

Talent Dynamics works best when members of a defined group work through their issues together. But what if you have more than one team working in different operations, different locations? You could follow Helen Butler’s strategy and build a multi-team approach:
1. Begin with one team for proof of concept

Helen piloted Talent Dynamics with the operational procurement team. The team had a new manager but although they had significant financial targets to achieve, was not working to its strengths and some people struggled with poor performance.

Following the taster session, the team was keen to take the full one-day programme, which helped them identify the kind of profiles ideally suited to different roles.

Consequently, changes were made to the team regarding accountabilities, which resulted in an under-performer returning to a previous role. Another team member switched to a different position, which improved his motivation and morale.

Some concrete results were seen quickly. A team member with a Mechanic profile improved a system that brought a 50% increase in compliance with a customer – an arrangement that can be replicated with other customers.

After a deeper understanding of each others’ profile types, the team realised that their offering was often taken for granted. They needed to leverage their value effectively and wanted to promote their service more widely. Extrapolating the changes over a defined period, this should lead to savings and improvements worth at least £50,000.

The profiles have been very popular and Helen now uses them as part of the recruitment process.

2. Give the management team a first-hand experience

Following the success of the programme with operational procurement, Helen introduced it to the man-
agement team. Helen says that they were not working very functionally and because there had been structural changes, their effectiveness had been adversely affected.

The session helped the team to understand everyone’s strengths and weaknesses and also generated ideas that would help them work more effectively. They identified structural changes that could be made to save in excess of £200,000 in the department.

Other savings could be made where team members were leaving contractual requirements with customers but not recognising these costs. For example, £60,000 of overtime had not been charged or highlighted as a benefit to a customer. These were significant savings – no new investment was required and the talent already existed within the team to make the changes.

The day was so effective that the team agreed to hold regular meetings offsite to focus on their strategic approach and set up a tracker to ensure that activities outside contractual agreements were captured.

3. Third, extend to a more highly challenged team

Helen’s third team wanted to develop a new level of thinking. They believed that innovation would lead to greater success. Even though ideas were generated in the session, there were two principle blocks to achieving flow.

First, they were too caught up in their present roles and second, the “new thinking” stirred fears for accountability. As a switched-on HR professional, Helen regarded this as great learning as she felt it important to ascertain ‘where the team was at’ before they could make significant changes. This is good practice. If the individuals and wider team are not in flow, the innovation becomes more
of a challenge. This is particularly so when a team is either too timid – in case it means a higher workload when they already feel like they have too much to do – or fearful of losing their job because of efficiencies.

With honest disclosure and willingness to pool resources, all teams have the potential to make breakthroughs and improve their flow. A throwaway comment (which questioned time and expenses) from a team member with an Accumulator profile proved to be especially insightful. Helen now believes that with a sensible checking system in place, a refreshed policy and a prudent use of technology, expenses could be reduced significantly. She estimated a saving for the company of around six figures.

4. Fourth, extend to a more remote team

Helen’s most recent team to attend the workshop had a collective desire to be more effective after realising they were not working as collaboratively as others within the company. Given that they work from remote locations, the team looked at how they could identify savings that may have been missed because of their geographical spread.

Taking the profile tests gave them a deeper understanding of others within the team and exposed why some people behaved in a particular way. It also demonstrated a high Dynamo energy (common to Creator profiles) across the team, which explained their individualistic approaches.

Several projects were generated directly from the programme. They set up regular conference calls to share workload and best practice, and cross-category collaboration to increase revenue streams.
When we hear a team member say of another team in the company “We can’t trust them with that” or a manager say to a team member “I don’t trust you with this task” we are hearing the word ‘trust’ used in a very explicit way. Yet trust (and distrust) shows up more often in invisible ways:

A team member is given extra responsibility. A reorganisation moves some teams into more critical positions. Customers stop buying a particular product...

When we have a suspicion that trust has fallen, we may open up some conversations or make some enquiries but the dynamics of trust remain grey and cloudy. Within Talent Dynamics, the invisible becomes visible by recognising trust as having five distinct aspects. These aspects are all measurable and allow us to see where any individual, team and company are most trusted and least trusted.

When we know this within a team, we can transform results rapidly by aligning activities to those we trust most in them and build the team to support each member where trust is lowest.

Here are the five aspects of trust:

**Innovation**

This is the degree to which your team trusts that you can be consistently relied on to come up with creative solutions and plans. Dynamo frequency profiles naturally create the most trust in this area.
Communication

This is the degree to which your team trusts that you can be consistently relied on to share information and listen effectively. Blaze frequency profiles naturally create the most trust in this area.

Service

This is the degree to which your team trusts that you can be consistently relied on to look after customers and team members. Tempo frequency profiles naturally create the most trust in this area.

Measurement

This is the degree to which your team trusts that you can be consistently relied on to measure and refine your own performance. Steel frequency profiles naturally create the most trust in this area.

Spirit

This is the degree to which your team trusts that you can be consistently relied on to remain resilient and positive. Those who build this on their path through their leadership naturally create the most trust in this area.

When we stop trusting a team member or an entire team to deliver in a particular area, we often let the factor in which we are not trusting them to overshadow any areas in which we do trust them and so throw out their strength with their weakness.

By assessing all five areas, we can quickly become aware of where we have hidden, unutilized talent just waiting to be unlocked.
In the same way that trust has five aspects, flow also has five aspects. While we may trust a team member to be great at analysing the details, we may still feel their contribution will slow down the process and so we will avoid getting them involved.

Our talent grows when we deliver more value in the area we are most trusted, and we accelerate flow by mastering our ability to leverage that value.

In Talent Dynamics, there are five aspects of flow and each of them comes more naturally to each of the five frequencies. Here are the five aspects of flow:

**Initiative**

This is the degree to which your team experience that you consistently contribute your ideas and plans for improvement effectively such that they add to the success of the company. Dynamo frequency profiles naturally contribute the greatest flow in this area.

**Respect**

This is the degree to which your team experience that you consistently collect and share suggestions and feedback from customers and partners with the team for effective action, resolution and improvement. Blaze frequency profiles naturally contribute the greatest flow in this area.
Presence

This is the degree to which your team experience that you consistently invest the time to be present for the team, and to be proactive in seeking and finding solutions to improve the well being and harmony of the team. Tempo frequency profiles naturally contribute the greatest flow in this area.

Discipline

This is the degree to which your team experience that you consistently maintain a high level of caring and sharing in how you manage time, performance, measures and financial responsibility. Steel frequency profiles naturally contribute the greatest flow in this area.

Perseverance

This is the degree to which your team experience that you consistently work with the end in mind and find paths to success for the team and company without giving up. As each profile builds their awareness and mastery of their spirit frequency, they will contribute at increasingly higher levels in this area. This keeps the team in flow through every season and the transitions between them.

The Talent Dynamics Barometer is a 360 degree review in which each team member receives feedback in each of these five factors of both trust and flow. From this, they gain visibility of the areas in which they can most rapidly grow sustainable value for the benefit of the team.

The team as a whole also sees where they have the biggest gaps in trust and this will often inform them on the additions they need to make in the team to enable everyone to perform at a higher level.
PART 2

Talent Dynamics Profiles
The eight Talent profiles each have a different game that they play when their talents shine. Here is a snapshot of the eight profiles, followed by a more detailed description of each profile. When you take the Talent Dynamics test, you receive detailed information on your profile, together with your two secondary profiles.

The two secondary profiles serve as ‘wings’ to the primary profile. The pace you move at and the waves you make will depend on how much of your time you focus on your primary path and on your secondary paths.

**Creator**

Creators are the best initiators and although they can be quick to create chaos, they can also be surprisingly innovative at finding ways out of chaos. Always put them in charge of new projects but move them on to the next creation once their job is done.

Creators are high Dynamo frequency. They naturally create value through innovation. When in flow they are trusted most for their innovation and initiative and least for their sense of timing and being present for others. Depending on whether they have more Blaze or Steel frequency, they will most naturally leverage through magnifying or multiplying their value.
Star

Stars are the best promoters, but need to lead from the front. Give them the chance to shine and give them the space to deliver results without tying them down. Give them the systems and support to enable them to focus on building new business.

Stars are high Dynamo and Blaze frequency. They naturally create value through improvisation and leverage it through two-way communication. When in flow they are trusted most for their innovation and initiative and their communication and shared respect with others. They are trusted least for their sense of timing, being present for day-to-day activities, their calculation and discipline.

Supporter

Supporters are the best leaders, but don’t expect them to come up with the plan. Build a plan and set the goals with a Supporter and then let them lead the team towards the plan. Let them set their own management style and their own agenda.

Supporters are high Blaze frequency. They naturally leverage through magnifying results through relationships. When in flow, they are trusted most for their communication and respect in the team. They are trusted least for their calculation and discipline in financials and data. Depending on whether they have more Dynamo or Tempo frequency, they will most naturally create value through innovation or service.
Deal Maker

Deal Makers are the best peacemakers and will leave everyone feeling good. Don’t expect them to go out cold calling, as they thrive on building the relationships they have. Work with Deal Makers to nurture the customer and relationships you have.

Deal Makers are high Blaze and Tempo frequency. They naturally create value through timing and leverage it through one-to-one communication. When in flow they are trusted most for their sense of timing, sensitivity, communication and shared respect with others. They are trusted least for their innovation, strategic initiative, their calculation and financial discipline.

Trader

Traders are your best negotiators. They will always know what systems and which people will best provide the service and support to consolidate a satisfied and loyal customer relationship. They work best when given clear parameters to work within.

Traders are the mirror opposite of Creators. They have high Tempo frequency. They naturally create value through timing. When in flow they are trusted most for their sense of timing and being present for others. They are least trusted for their innovation and strategic initiative. Depending on whether they have more Blaze or Steel frequency, they will most naturally leverage through magnifying or multiplying their value.
Accumulator

Accumulators are your best ambassadors. They are reliable, get things done on time and are not prone to making rash decisions. Accumulators make the best project managers, when a specific task needs to be delivered reliably.

Accumulators are the mirror opposite of Stars. They have high Tempo and Steel frequency. They naturally create value through timing and leverage it through replicable systems. When in flow they are trusted most for their sense of timing, sensitivity and their calculation and discipline. They are trusted least for their innovation, strategic initiative, their improvisation and communication.

Lord

Lords are your best analysts. Give them the space to study the detail and to deliver the data. Don’t ask them to go out and network, spend time building relationships or in negotiations as they are strongest when focused behind the scenes.

Lords are the mirror opposite of Supporters. They are high Steel frequency. They naturally leverage through multiplying results through systems. When in flow they are trusted most for their calculation and discipline in financials and data. They are trusted least for their communication and respect of others in the team. Depending on whether they have more Dynamo or Tempo frequency, they will most naturally create value through innovation or service.
Mechanic

Mechanics are your best completers. They will wrap up the process and find smart ways to do it better next time. Don’t ask a mechanic to start from scratch but give them an existing process or product to improve on.

Mechanics are the mirror opposite of Deal Makers. They are high Steel and Dynamo frequency. They naturally create value through improvisation and leverage it through replicable systems. When in flow they are trusted most for their innovation, initiative and their calculation and discipline in the details. They are trusted least for their sense of timing, being present for day-to-day activities, their communication and respect for the time and attention of others in the team.

Flow

A simple definition for flow is the ‘path of least resistance’. Given the different Talent profile of each of us, what becomes most important is to see what the ‘path of least resistance’ of our team is in adding value and leveraging that value to the rest of the company.

This is the same question at the level of the individual (what is the ‘path of least resistance’ of them adding value and leveraging that value for the team) and at the level of the company (what is the ‘path of least resistance’ of the company adding value and leveraging that value for the market).
Storytelling is the cornerstone of what Workshop Media do. Some people love to tell stories verbally, some graphically, and some in finely crafted prose.

For Workshop Media, a video production and marketing agency in the UK, there is no substitute for the moving image. But for a storyteller, Workshop’s managing director, David Guest, found himself in the unaccustomed position of being unable to read the dynamics within his own company.

They were experiencing high growth at the time and needed to capitalise on that by developing the core team but David knew something was holding them back. He noticed friction where there should have been harmony, a fraught atmosphere instead of a satisfying working environment.
I was introduced to David at a high growth seminar so I knew we were on the same page as far as business ambitions were concerned. He invited me to meet his dynamic team at their studio in the ancient city of Lancaster, England.

I immediately recognised the signs of an ambitious company that was stuck with poor flow, highly creative people who all needed to have their ideas recognised, a lack of empathy for each other’s talents and weak internal communication.

David agreed with my initial assessment and was keen for Talent Dynamics to help. He was willing to embrace a new culture of openness, and his team was right behind him. They began by taking the Talent profile test, the results of which were mutually shared.

Next, we put every team member through our Step One Introduction to Talent Dynamics workshop, designed to unearth exactly what makes a team tick. We then used a series of energetic exercises to reveal the distinctions between the various profiles within the team.

David was surprised to discover that his profile showed him to be a Lord, not a Creator as expected. But when he learned he was surrounded by Creators in his core team he realised he was ‘playing the wrong game’.

David admits that he treated everyone like assets – moving them around to fit the needs of the business as he saw it.

But, crucially, he often neglected to ask for their input into the process and above all, a Creator profile needs to be acknowledged for their ideas. David recognised the Lord qualities in his own working persona but he was too often acting as a Creator.
Following these revelations the team began to understand their colleagues’ motivations by talking more openly and giving each other space to express themselves, which is the raison d’être for a creative media company.

Beyond the workshop learning we also helped the team understand the core purpose of their organisation. We gave them a series of tools they could use to help them harness their fabulous creativity and transform it into commercial success.

A year later, David, who hails from Wales, gave me a call. He has given me permission to paraphrase it here.

‘I thought I had a creative team before we took the Talent Dynamics profile test. You quickly spotted the tell-tale signs of a business that was not in flow. You noted that we were certainly creative but we were not a team.

Although we worked as a close-knit group, we weren’t communicating. The result? The work suffered and sometimes the atmosphere on projects could get stressful. Before we met Talent Dynamics we believed it was our creativity that caused the friction. I was too often acting as referee rather than managing director.’

Workshop Media had a very switched-on team, so after implementing what they learned on the course it was no surprise that they saw improvements very quickly.

Communication flowed and productivity improved by 50% almost immediately, which inevitably led to a healthier bottom line.

This has been possible not only because of a greater awareness of their own individual value and talent but
also because they can now more effectively capitalise on each other’s talents.

David and his staff have told me that from the day following the workshop they could see the difference both in individuals’ performance and team dynamics.

They are now much more open to change; they feel more connected to the company goals because they contribute in a more satisfying and meaningful way.

Personal confidence and self-knowledge is difficult to quantify but there is little doubt that with higher levels of trust within the team, personal initiatives are now more successful, which makes for a stimulating working environment.

I’ll leave the final word to David.

‘Following Michelle’s intervention I learned to settle down and act more like the Lord profile I so clearly am. I discovered that my creative approach was a process, one which I prefer to manage.

I was playing the wrong game and my staff suffered. Everyone on our team – which now really acts as a team – discovered how and why they do the things they do and also why their colleagues act the way they do.

A year after the success of the Talent Dynamics workshop, Workshop Media is a changed business. My high performing team now support rather than compete, they play to each others’ strengths and support each others’ weaknesses.

There is more space for discussion, a recognition of everyone’s talents, and we’re producing some of our best work ever.’
Creator

Are you the kind of person that can’t help coming up with new ideas? People love you for your creative mind but are constantly frustrated that you move on before completing what you started?

If that’s not you, do you have people in your team like this? The Creator profile is at the top of the Talent Dynamics Square. People like Steve Jobs and Bill Gates are Creators. They are known for their innovation and vision more than their people skills.

“Innovation distinguishes between a leader and a follower.”

Steve Jobs

See that quote from Steve? Tell that to a methodical leader like Warren Buffett! All great Creators hit their stride when they work with someone with strong blaze energy in their team, connecting with the market and team and a strong steel energy to manage the numbers. Creators are out of their flow when they need to sit for a long stretch going through financial details or customer care issues.

Creators can’t resist creating. They keep creating long after they have run out of resources, money and other people’s patience. In fact, they have their greatest creative breakthroughs after most others would have given up.

Before Walt Disney’s first animated movie was finished, his distributor went bankrupt. Before his second movie was finished, he ran out of money himself. To produce the now famous “Steamboat Willie” featuring
Mickey Mouse in 1927, strapped for cash, he wrote to his brother Roy: “Slap a big mortgage on everything we got and let’s go after this thing in the right manner.”

Many creators do not make the best leaders as they run faster than their teams and are often on to the next project before the last one turns profitable. The world is also full of frustrated Creators who have started a project and are now stuck running it.

They did a great job creating it but now do a mediocre job trying to manage others (often blaming their team for not “keeping up”). They move at an incredible speed but can leave big waves behind them. Successful Creators include Thomas Edison, Walt Disney, Bill Gates, Steve Jobs and Richard Branson.

**How Creators lead best**

Don’t expect a Creator to be the best people-person or a data-driven analyst. Creators lead best by setting the vision, a high standard to reach for and being task focused to reach their goals. To be in flow and avoid inevitable friction, a Creator needs a strong communicator to lead the team and a strong analyst to manage the numbers, or both the people and the profit will suffer.

**How Creators communicate best**

Creators are naturally creative, so have vivid imaginary worlds. They have short attention spans, so lose focus if they are not interested in the subject. They often imagine they have communicated things that they haven’t. Creators communicate best when they can share the big picture, and are free to draw and express visually their ideas.
How Creators get into flow

Creators are excellent at getting things started but often terrible at completing. To get into flow, Creators need to stay focused on creating, and surrounding themselves with a team or partners who can execute better than they can. In this way, they create far more value for everyone.

Creator Strengths

Visionary; creative; optimistic; stimulating; able to inspire others; can multitask; quick to get results; great at getting things started.

Creator Challenges

Poor sense of timing; impatient; over-optimistic with what others can achieve; easily distracted; terrible at getting things finished.

Creator Successes

They are at their best when free to create, with a team to promote and a team to watch the details. They excel when kept focused on the big picture strategy and the creative process through to the end result.

Creator Struggles

Their struggle comes from trying to control too much, run too fast or expect too much of others. Creators often keep to themselves and so fail in their communication and expectations.
Star

The best promoters

Are you the kind of person who comes alive around people and your best work always comes with company? Do you get criticised for sometimes being too out in front, too optimistic, and not taking the time for the little things?

Do you have people in your team like this? The Star Profile is more extroverted than a Creator and not as structured. People like Oprah Winfrey and Martha Stewart are Stars. They are great promoters, and always gain the most attraction when shining their light on others.

“Follow your instincts. That’s where true wisdom manifests itself.”

Oprah Winfrey

Oprah Winfrey’s quote is typical of Stars and wouldn’t go down well with someone like IMF Chief Christine Lagarde, who would say that following your instincts isn’t wise, at all. For Stars, being impulsive is part of their success formula, and they need a team to keep them connected: A Deal Maker for negotiations and a Lord for calculations. Stars are out of flow when locked away on their own or needing to go into deep, detailed analysis.

Stars get their most valuable feedback in the spotlight and find their flow while on their feet. As a result, they are able to create their attraction on the fly and it is their personal magnetism that is their greatest value. As creative performers, Stars have an inner confidence that drives them to step up and take the lead. However, others sometimes see this as overconfidence.
Reflecting on his outlook, Arnold Schwarzenegger comments, “I knew I was a winner back in the late sixties. I knew I was destined for great things. People will say that kind of thinking is totally immodest. I agree. Modesty is not a word that applies to me in any way – I hope it never will.”

Stars are naturals at creating a unique identity for themselves. It is their personal brand that attracts others. They get frustrated that others cannot do what they can do and so make poor managers without the right people to support them.

Successful Stars who share the same winning and losing formulas in their path to success, include Oprah Winfrey, Martha Stewart, Arnold Schwarzenegger, Paul Newman and performers like Madonna and Lady GaGa.

**How Stars lead best**

Don’t expect a Star to wait for their team, or delight in the details (unless it is details on presentation and people). Stars strive for high standards and will often switch things at last moment to suit the occasion. Their leadership is by inspiration and leading from the front, so they need a strong Deal Maker to secure the connections and a strong number cruncher to count the dollars.

**How Stars communicate best**

Stars are natural communicators when they take the stage, but they are not strong at the details. Stars communicate best when having fun and getting attention, where the stage is set and don’t need to compete for attention. If you leave a 50 page proposal for a Star, don’t expect it to be read soon, if at all.
How Stars get into flow

Stars are quick thinkers who think best on their feet and in front of others. It is easy for Stars to lose their spark, as they are an open reflection of their environment. They get in flow not by cutting their light but by helping them to shine it on others. Stars get in flow when they have a great idea or project to focus on and grow. The more wood, the bigger the fire.

Star Strengths

Creative; outgoing; able to motivate and inspire others; quick to connect; holds the stage; high energy and knows how to have fun.

Star Challenges

Often overpowering, can forget to consider everyone, not strong at detail, often runs with first ideas before considering others.

Star Successes

They are at their best when free to express and develop their own identity. Stars are best when able to work on their presentation and performance, provided their light is used to shine on others around them. Stars need a team to be at their best.

Star Struggles

Their struggle comes from frightening away others by expecting too much, or taking on too much themselves. When Stars are overly judgmental of others or themselves, they find themselves all dressed up and nowhere to go.
Supporter

The best leaders

Do you find your greatest strength is in connecting with people? Do you have a natural interest in meeting others and find that when there’s disharmony in a team, you’re often the first to confront it?

Do you find it hard to lead without clear direction and get called out for being too people-focused and not hard enough on others? Supporters like Jack Welch and Steve Ballmer from Microsoft are natural born leaders but are at their best when leading teams rather than trying to start their own business.

“Giving people self-confidence is by far the most important thing that I can do. Because then they will act.”

Jack Welch

While Creators and Stars often make people less confident with their quick thinking and outspoken views, Supporters will take the time to build the team. Communication and loyalty are their top values. Supporters love variety and when given the chance can set a team on fire.

Yet Supporters will lose their confidence and drive when you judge them on their financial acumen and their system thinking or criticize them for not being creative enough.

Easily restless when unappreciated or isolated, Supporters will always move on to where the party is. They are far better at leading a team than Creators or Stars, who run too fast. When a Supporter connects with a
Dynamo frequency to set the strategy and Tempo to stay grounded, they fly.

Successful supporters in life have chosen the right person or company to support, and stayed for the long term, building a team that is often as loyal to them as the company. Notable Supporters include Jack Welch (General Electric CEO), Michael Eisner (Disney CEO), Steve Case (AOL CEO), and Meg Whitman (eBay CEO).

How Supporters lead best

Despite being one step away from the Star profile, the two are as different as thunder and lightning. Supporter profiles engender plenty of loyalty wherever they go, one of the Star profile’s greatest challenges. This is because while Stars generate hands-off admiration, Supporters attract hands-on motivation. Supporters are both intuitive and sensory which means that they can often act as the antenna for a more removed profile, leading by being the implementer from vision to action, through people.

How Supporters communicate best

Supporters love to chat and they don’t see this as hard work. While they like a two-way interaction, they are not as comfortable as Stars with taking the stage, as they don’t work well with one-way presentations. With strong interpersonal skills, Supporters communicate best through casual conversation and concepts brought to life through stories and participation. It’s easy for Supporters to get distracted, so the key is for a Supporter to start with a clear message and outcome to their communication, which allows them to drive it home.
How Supporters get into flow

Supporters love group activities and having a chance to be appreciated by their group. Their flow comes from both being appreciated and having the chance to appreciate and value others. Micro-management does not work for Supporters but giving goals that they can then achieve with others does. Supporters get into flow through variety and excitement, which is the opposite of those high on Steel energy who prefer certainty and stability. When this energy is brought into a project and focused on results, it warms up the entire team.

Supporter Strengths

Relationship-focused, confidence-building; able to lead; able to follow; enjoys team building; enjoys meeting new people, loyal to the team.

Supporter Challenges

Little patience with numbers or details; restless on their own; easily defocused; loves to chat; changes direction often; wants constant variety.

Supporter Successes

They are at their best when in a team, bringing out the best in everyone. They will shine if given clear direction and outcomes to achieve. They take the time with each team member and this builds loyalty. They are best when provided creative input and back-up.
Supporter Struggles

Failure comes when they are left on their own to figure everything out. Supporters fail by not having enough direction or when their team is taken away from them. They also lose energy without fun and celebration.
Deal maker

The best peacemakers

Are people always wondering how you know so many people and make so many connections? Are you the go-to person when others need resources? Do you get criticised for not following one strategy and being too reactive?

Do you have people in your team that you wouldn’t want leading innovation but are the first to go to because they ‘know someone who knows someone’?

Deal Makers are down to earth with a strong sense of timing. They are always connecting people together and do most of their best work at lunch or at parties. Deal Makers like Rupert Murdoch and Donald Trump create all their wealth through the deals they put together.

“I don’t make deals for the money. I do it to do it.”

Donald Trump

While Supporters value people for what they are doing, Deal Makers value people for what they may do in the future, constantly connecting the dots in potential partnerships and alliances within their niche.

When you judge a Deal Maker by their analytical skills or creative skills, you will frustrate them and disappoint yourself. The easiest way to take a Deal Maker out of flow is to task them with a narrow assignment that they need to deliver on their own.

Of all the profiles, the Deal Makers rely most on the relationships around them. While a Star’s value grows as
they become less accessible, a Deal Maker’s value grows as they become more accessible. They are constantly on the phone and on the move. They create the most value by spotting connections around them. Once the deal is done, the new value created enriches everyone involved.

Successful Deal Makers don’t try and shape their surroundings to suit them but shape themselves to suit their surroundings, listening and learning before acting.

Successful Deal Makers include Donald Trump, David Geffen, Masayoshi Son, Henry Kravis, and Rupert Murdoch.

**How Deal Makers lead best**

Deal Makers are ‘people people’ but they are more private than a Star and prefer to work one-to-one. Don’t expect Deal Makers to stick to a plan and expect them to come back from a meeting with a very different outcome than expected but a much better one. Deal Makers lead best when they are able to be in constant conversation with their ear to the ground, not isolated from the crowd or stuck in the back office.

**How Deal Makers communicate best**

Deal Makers need to hear all sides so communication is always in stereo. Masayoshi Son became the richest man in Japan by bringing America’s biggest Internet brands into Japan, benefiting the American companies and benefiting the Japanese consumers. As each side of the equation grew, so the deals grew. Communication to a Deal Maker is also about what’s not said. At the critical moment what you say and how you say it can make all the difference.
How Deal Makers get into flow

All sports stars, movie stars and rock stars have agents and deal makers representing them. Deal Makers get into flow by having a strong brand or product to talk to others about. They love to recommend others and get into their flow when not focusing on themselves. Deal Makers shine when given a project or task to gain support or enrollment for, when they can speak passionately on behalf of the needs of the team.

Deal Maker Strengths

Outgoing, entertaining, approachable, listening to others, and always connecting people, quick to see opportunities, always in conversation.

Deal Maker Challenges

Needs structure to get results, often too quick to please, often mischievous, easily distracted by others or their ideas, unsure of their own identity.

Deal Maker Successes

They are at their best when free to connect with others, out and about. Deal Makers need variety and constant contact, with clear directions and rules to the game. They are energised by others and work by bringing people together.

Deal Maker Struggles

Without clear direction, Deal Makers are often lost or can’t decide on the best way forward. They are so busy helping others, they often forget themselves. They will hide in the background if not acknowledged or included.
The best negotiators

Are you the kind of person who cannot rest until you know you’ve got the right price on a product? Do people value you for your knack of having your ear to the ground, knowing what people are really saying in the office or in the market? Do you freeze up when given a blank piece of paper and told ‘come up with a product and a plan’?

Traders are quiet by nature and usually find the Creators and Stars of the world quite overbearing. They don’t like being rushed into decisions, and aren’t comfortable until they can get the lay of the land. They are hands on and reacting to events as they unfold.

The worse a situation becomes the less it takes to turn it around, the bigger the upside.

George Soros

Traders are at their calmest in the midst of emergencies and chaos. They find themselves at home not only in markets but in hospitals and service centres. They will get a sense of accomplishment at the end of a busy day, without needing to create a single thing.

If you judge a Trader by their inability to come up with great ideas or sell to people they don’t know, then you miss the magic they can create when managing activity and delivering care. Their sensory nature makes them the best at finding equity in both assets and relationships.

Successful Traders are always on the look out for what is happening around them and how to quickly add value
with a conversation here or an action there. They work best when they are hands-on and in action, rather than being left on their own.

Well known traders include George Soros, Peter Lynch, John Templeton and Jim Rogers. Leaders like Nelson Mandela and Mahatma Gandhi are also Traders, who see their role in supporting the equality of others.

**How Traders lead best**

Traders struggle when given a blank sheet to fill but will quickly find the patterns in a puzzle. They find their flow when they grow a connection with their market and with their team. When they are taken out of this connection, it takes them time to tune back in and find their rhythm again. Traders lead far better through daily activity than long-term milestones and where they have ongoing input to inform their decision-making. All great Trader leaders lead from the middle of the action, which is the opposite of Creators, who do their best work when above the noise of the markets.

**How Traders communicate best**

Traders, like Deal Makers, thrive in smaller groups and often find it difficult to perform in front of an audience. They don’t enjoy the attention being on them and are the first to shine it onto someone or something else. This means they will often find a spokesperson for the team and then prepare the information needed for them to shine.

They need time to communicate and are happier when what they say is backed up with research and examples. They are always most comfortable with information that
come with substance and they don’t have much time for pie-in-the-sky thinking.

**How Traders get into flow**

Many in the health care industry are Traders, who care about helping others and can work under pressure. If you think about an emergency room in a hospital, this is Trader energy, where everyone is doing what is needed the moment it is needed. Traders get into flow when the team is working like this and they feel they have had a good day when it has been busy and everyone has been involved in the final result.

**Trader Strengths**

Balanced, observant, grounded and always clear in what is fair. Takes time with people, gets to the point and often sees things that others miss.

**Trader Challenges**

Needs direction to get results, happier with existing routines than new things, need to see it to believe it, often lose direction or clarity.

**Trader Successes**

They work best when in the thick of the action. Traders need to be hands on and actively engaged. When they are in charge of making moment-by-moment decisions they are at their best and are the best to lead in a crisis.
Trader Struggles

Traders fail when they are in charge of creating or directing from a blank sheet. They will take on too much or forget to delegate effectively. They also need much more information before being comfortable with new directions.
Accumulator

The best ambassadors

Do you find that you need plenty of data before making a decision and others sometimes complain that you are procrastinating? Are you quiet and thoughtful, taking your time to collect your thoughts? Do people get frustrated when you come to your conclusion, you can’t be swayed?

Accumulators are great project managers and researchers. They always follow through. This comes from a strong sense of timing (never be late for a meeting with an Accumulator!) and clear structure behind their actions.

“I don’t look to jump over 7-foot bars:
I look around for 1-foot bars that I can step over”.

Warren Buffett

Accumulators are risk-averse and with Lords, are the first to insure everything. This can come across as looking at the negative and being pessimistic but this is their strength.

Accumulators go out of their way to slow down flow and the result is a much more methodical view of things. They prefer data over stories and have little time for showmanship. In times of decline or hardship, Accumulators come to life, leading the team with austerity and compassion.

If you judge an Accumulator by their lack of innovative genius, lack of positive outlook or lack of sociability,
you miss the value they can deliver. Every team needs a
goal keeper and you don’t judge the goal keeper by the
number of goals they score.

While Stars are quick to spend, Accumulators are
quick to save. Accumulators often fail as a result of keep-
ing too much to themselves, rather than building the team
who will network and speak on their behalf. They rarely
act on impulse and fail if they have not set the rules to
take action. Often accused of procrastinating, they simply
need more data to make an informed decision.

Successful accumulators include Warren Buffett, his
mentor Benjamin Graham, Sandy Weill, Hong Kong’s rich-
est man, Li Ka Shing, and Microsoft co-founder, Paul Allen.

How Accumulators lead best

Their analytical skills and sense of timing make Accumu-
lators excellent project managers who will find the way to
deliver what is needed on time. This ability to be extremely
reliable has led many Accumulators up the ranks in areas
that are not their passion. Many end up being faced with
office politics, which they have little interest in and are ill
equipped to handle. Accumulators lead best when they
have the power to choose their team, as they will ensure
that they only choose those reliable enough to get the job
done.

How Accumulators communicate best

Accumulators need quiet time to be at their best and so
get annoyed when there is too much conversation or sto-
ries that don’t help them to concentrate. They don’t like
to get things wrong, so are not as willing to volunteer a
wrong answer and would rather write things down and
get clear feedback on how they can improve. Accumulators communicate best when writing down and presenting clear concepts, data and numbers.

**How Accumulators get into flow**

Accumulators are the opposite of Stars, who get into flow from instant feedback and performing to a crowd. Accumulators would prefer to be recognised for the results of their hard work and are happy being on their own until they are ready to present what they have been doing. When they are in a team, they get into flow by being the anchor for the team, and to be the one that people go to for dependable, objective advice. Accumulators get into flow by knowing everything is manageable and in order.

**Accumulator Strengths**

Reliable, careful, delivers on time, organised, looks for a time and place for everything, sees what can go wrong, keeps the team together.

**Accumulator Challenges**

Often finds it difficult to decide, easily distracted by detail, worried about getting things wrong, collects clutter, and walks away from chaos.

**Accumulator Successes**

When they are left to work at their own pace, Accumulators can be the tortoise that wins the race. They are slow to get started but pick up the pieces others leave behind. They deliver results by putting the leg work in.
Accumulator Struggles

Accumulators will often wait for enough information or direction. Like a goalie in a football game, they are the best defenders because they are so careful but they don’t see the need to lead up front.
Do you always get in to the detail, analysing behind the scenes to see what’s really going on? Do the numbers and data speak to you louder than people with their stories? Will you labour over an issue when the numbers don’t add up, often frustrating those around you?

Lords are the very best at making sure things are in order and compliant. They will be the ones to call out the discrepancies in both data and the claims of others.

“I believe that thrift is essential to well-ordered living.”

*John D Rockefeller*

Lords are always the ones to read the instruction manual. They will always take longer to make decisions but when they do, the decisions will always be more considered. Their analysis and attention to detail allows them to spot margins and savings which others will have missed.

If you judge a Lord by their lack of patience on social matters, or suspicion with bold ideas and excitement, then you miss the power they provide as a constructive critic and safety net for the business.

When given the opportunity to impose control and set controls, Lords get to work and won’t stop until everything is in place. When teamed with a strong Creator to innovate and Deal Maker to connect, they tap in to the flow of the markets in a way they can too easily miss and become isolated from when trying to work on their own.
Lords would rather deal with simple legwork than fancy footwork. They also prefer to keep to themselves and those who have not yet found their true value have often failed to see their analytical skills, risk aversion and need for control as their greatest strengths.

When momentum grows, many Lords also cannot resist their tendency to micro-manage, which numbers and detail responds well to but which people do not. For this reason, Lords need to be managed well and valued for what they are good at so they don’t get voted off the team for all the wrong reasons, with the team ending up with no one watching the details.

Successful Lords include Andrew Carnegie, John D Rockefeller, Jean Paul Getty, England’s richest man, Lakshmi Mittal, and Google co-founder Sergey Brin.

How Lords lead best

Lords are great at finding inefficiencies because they analyse the detail and stay in fanatical control. While this works for hard assets, it doesn’t work so well with people. For this reason, Lords are best at leading through the numbers instead of through conversation and collaboration. Lords almost always value process and policy over people, so take care in their position within a team and set them up for success using their strengths.

How Lords communicate best

Lords will be the first to put things in writing and want to see all the detail and instructions in writing. Giving a Lord a big picture concept or ask them to think on their feet is the fastest way to lose a Lord’s interest. Lords need time to think about their communication and will often
work through many drafts before being comfortable to present their final results or ideas.

**How Lords get into flow**

Lords love certainty and are most comfortable with routine, where they know what comes next and they have a chance to check the results to see if they came out as predicted. Lords love to get things right and love it even more if the team or the system gets things right. This means they are great score keepers and get into flow when they are given clear feedback and results that they can improve on.

**Lord Strengths**

Cautious, organized, very detailed, analyses very situation, sees many details that others miss, only comfortable when everything is covered.

**Lord Challenges**

Often very controlling, little patience with small talk, always worrying about the detail, can often miss the big picture or miss the party.

**Lord Successes**

When focused on the detail in the back end and freed from the front end, Lords rule. Once the systems in place, Lords will make sure things run smoothly. Lords are behind every bank and big business, watching the numbers.
**Lord Struggles**

Lords like to control, which makes them good with numbers but not so good with people. They don’t have time for small talk and stories but one to get down to the facts. Left to start things on their own, they are often at a loss.
Do you struggle to start something new but come alive when given something to take apart? Do you always find ways to improve on what you see and find yourself at a loss as to why things weren’t designed better in the first place? Is this tendency a source of frustration to others?

If Creators need to have their head in the clouds, then Mechanics need to have their finger in the pie. While Creators are great at starting things, Mechanics are great at finishing things. They are perfectionists, which is why they cannot resist finding ways to do things better. One of Henry Ford’s maxims was: “Everything can always be done better than it is being done.”

“High expectations are the key to everything.”

Sam Walton

While many of the profiles will struggle to think through the many steps in a good system, Mechanics do this naturally. While Deal Makers rely most on people, Mechanics rely least on people, as the system automates tasks and the manuals make roles easy to multiply.

If you judge a Mechanic by their ability to start something, or serve customers in person, then you miss the chance to see their value in the exact opposite: Their ability to finish things and serve customers through a system.

With the right team, a Star to promote and a Trader to keep things grounded, they can work miracles in any team.
Many Mechanics have yet to get going because they are still trying to figure out what project to start. Ray Kroc was 52 before he realized he didn’t need to start his own business, he could take an existing business – McDonald’s – and make it better. This is where they see the greatest results, and where they gain the most satisfaction. Successful mechanics include Henry Ford, Ray Kroc, Sam Walton and Michael Dell.

**How Mechanics lead best**

Mechanics like to take things apart and put them together again. They are up to the challenge of changing the wheels on a moving car and as a result they are continually challenging the status quo on the way things are done. This can be very stimulating for some and very frustrating for others. Mechanics lead best by staying out of the fray and seeking ways to perfect a process or system and then have a team implement with thorough training.

**How Mechanics communicate best**

Mechanics love brainstorming and investigating through visuals and charts. They communicate best when they have information that they can show in new and interesting ways and when they have the time to prepare properly for their presentation. Putting a Mechanic on the spot is never the way to get the best out of them. Mechanics communicate best through questions and answers where they can uncover the areas to investigate further.

**How Mechanics get into flow**

Mechanics get into flow by bringing order to chaos which is the opposite of the Creators, who like creating chaos.
from order. They get fulfillment from completion and a job well done, so they get into flow by having a series of smaller projects to complete than one large activity that is never done.

**Mechanic Strengths**

Completing things, finding ways to improve systems, making things simpler, perfecting projects, paying attention to details.

**Mechanic Challenges**

Often takes a long time to complete, gets caught up in details and forgets about the team around them, often inflexible and unwilling to change.

**Mechanic Successes**

Mechanics are at their best when they are looking for ways to improve things. They love to tinker and take things apart and then put them together in new and better ways. They are best when completing things.

**Mechanic Struggles**

Mechanics are not so good at starting things from scratch, as they are perfectionists who are worried to get it wrong from the beginning. They aren’t comfortable in chaotic or political situations and aren’t so sensitive to feelings.
Effective Operating Systems

“Plant a seed in the wrong place and, no matter the seed, no flower will grow.”

The key to providing a stable foundation for each team member to excel is to appreciate that each frequency needs a different foundation to flourish.

If you put yourself or any of your team into an environment that doesn’t suit your individual profiles, all success will be short-lived. Here are the emotional needs linked to each of our five frequencies:

**Dynamo needs Significance: “Grow”**

Take away significance, esteem or independence from their operating environment and Mechanics, Creators and Stars will soon leave if they can. Provide an environment that gives them the freedom to grow and they will work at their best. A Dynamo’s greatest stress comes from a loss of independence and a loss of any prospect to individually shine.

**Tempo needs Connection: “Slow”**

Tempo frequency does not need this same independence. However, take away their connection or comfort and they will soon react. While Dynamo needs to fly, Tempo needs to be grounded. When a project is moving too fast, Tempo will want to slow it down. If connections with customers or staff become strained, a Deal Maker, Trader or Accumulator will want to re-connect before progressing.
Steel needs Certainty: “Know”

Steel frequency strengthens with certainty. Invite Steel to a wild party and they will be the first to take a rain check. Take away certainty and discomfort sets in fast. Performance comes from predictability. Force an Accumulator, Lord or Mechanic to perform without preparation in front of something as unpredictable as people and you’ll experience how cold winter can be!

Blaze needs Variety: “Glow”

Blaze frequency, on the other hand, burns brightly out and about. Variety is about people and places. Put Blaze in a back office with a spreadsheet and the flame soon goes out. Lock a Star, Supporter or Deal Maker in a fixed plan with no variety and don’t expect them to shine. Get them out and about however and watch them ignite.

Understanding the need for an effective environment in which to operate gives us an insight into why those around us react to change. Change their environment, and it changes their performance and comfort. It also gives us the chance to communicate more effectively.

Spirit needs Growth & Contribution: “Flow!”

The fifth element flows on growth and contribution. As our water element grows, our need for each new learning cycle to provide growth and contribution grows as well. The more water, the better the garden grows. This is, however, a choice. Some of us have chosen to ignore this process of growth and contribution. Some of us go from day to day without asking ‘Why?’ We do not grow, we do not contribute and flow eludes us, as does our talent.
“The best leadership always starts from within.”

There are many books out there explaining how to be a “good leader”. The truth is each frequency has a leadership style that comes naturally. If you try and adjust your style to something different, it will not only be uncomfortable, it will feel like hard work and at critical moments you will snap back to your natural style.
Dynamo is Task-based

Dynamo leadership is based on driving forward the new idea or project and knocking over the tasks to move ahead. People, analysis, timing, all take second place to action. As Richard Branson said, “I believe in benevolent dictatorship provided I am the dictator.”

If you want to get things moving, put a Dynamo leader in place. But once things are moving, move them on to the next project and appoint a new leader!

Blaze is People-based

Blaze leadership is based on motivating people to perform at their best. Not the most important thing if you do not yet have the value in the market but once that’s in place, collective communication and collaboration become key.

In the words of Jack Welch, “In leadership you have to exaggerate every statement you make. You’ve got to repeat it a thousand times and exaggerate it.”

Tempo is Activity-based

While Dynamo is about creation and Blaze is about collaboration, Tempo is about consultation. When Woodrow Wilson said, “The ear of the leader must ring with the voices of the people,” he was talking about Tempo leadership.

A Tempo leader will check themselves and their teams against their activity relative to the market. Don’t expect a creative plan from a Tempo leader. Expect what needs to be done to get done on time.
Steel is Data-based

While Tempo is about consultation, Steel is about calculation. Whereas a Blaze leader can assess his sales team by being out on the field with them, the Steel leader will know just by looking at the numbers.

When entrepreneurs such as Getty and Rockefeller are criticized for their aloof style, it is that style which enables them to lead from the back, rather than from the front or side.

Having great leadership around you does not come from trying to mould leaders into a particular style. It is about understanding what cycle your businesses are in, what leadership is needed and putting in place the leader whose frequency resonates most effectively. Leaders change markets and markets change leaders based on this cycle of resonance.

What about the Spirit Frequency?

The fifth element also has a leadership style. While the four base frequencies are based on creation, collaboration, consultation and calculation, the fifth frequency is based on contribution. The fifth element, water, is the key to flow.

Flow is based on not just effective receiving but more importantly on effective giving. Knowing “why” we are doing what we are doing – to give it back – leads us inevitably to our talent.
A case study from the Talent Dynamics Team

It is not just hard-headed chief executives who are looking for ways to maximise efficiencies. Charities and the voluntary sector are also under increasing pressure to increase performance with fewer resources.

One such project I worked with two years ago was HERO, a social enterprise funded by Blackpool Council to deliver enterprise education to 5–19-year-olds in England’s most famous seaside resort.

Unfortunately, the town was – and still is – blighted with high unemployment and languishes at the wrong end of every poverty indicator. In this environment, young people suffer from a lack of awareness of opportunities and low aspirations – a demoralising combination. Blackpool needed a project like HERO, which gave young people access to enterprise skills education and inspired many into a career in business or entrepreneurship.

The project once relied on local enterprise funding but this was due to end in 2011. The staff were given 18 months notice that they would lose £300,000 per annum, which meant that their programmes could potentially whither to nothing. With their life raft of funding taken away they could either sink or swim; either be overwhelmed by independence or embrace it.

Replacing funding with commercial activity was not their only challenge. The HERO team was made up of existing employees – whose salaries were topped up by HERO – in schools and education providers across the
town. Enterprise development had become part of each team members’ work alongside their everyday school duties but lack of funding meant HERO was faced with a huge reduction in staff.

When I met Alison and Nicola, they needed to create commitment from their team without relying on substantial funding to be able to continue in the same vein. They needed Talent Dynamics to bring the team together and drive the project forward. They were determined to create an environment in which ideas could be nurtured and brought to fruition. Although they had a vision for their organisation, they needed some guidance on harnessing the talents of their team.

The leadership team and enterprise facilitators took step one on the Talent Dynamics Pathway – a one-day programme called Introduction to Talent Dynamics. Everybody received their personal Talent Dynamics profile reports. Sharing each other’s profile results quickly revealed why their ideas were falling on stony ground: the enterprise facilitators were not acting as a team because the individual members were not in flow.

Through monitored exercises they experienced our unique process of creating flow in a powerful new way. Then they learned how to immediately apply the improved flow to the ideas created on the day.

Alison said,

‘The change in the mind-set within the team was dramatic and instantaneous. Team members were suddenly open to change, much more flexible, more committed and were having more fun!’

The HERO team bonded as their plans became a reality. The effect on their teenage clients was immense. They have
worked with more than 12,000 young people in schools and colleges, and others who are either unemployed or not in education or training. They brokered relationships with over 150 different businesses that supported the project, attended student events, hosted student placements and provided mentoring.

HERO project? Certainly. But also hero teenagers and teachers for making use of this vital stepping stone out of the circumstances in which they found themselves.

A year after our intervention at HERO, I was pleased to hear that it became a Community Interest Company (CIC), which meant that it would neither be funded by the council nor operate purely for private advantage but rather for community benefit.

How did they cope without the local enterprise funding? Their first year without external funding saw them take £50,000 in income. But subsequently, as a Community Interest Company, HERO was able to apply for funding streams that were previously closed to them.

When my involvement with Alison and Nicola ended, the future looked bright for this worthy project and there were ambitious plans to roll out the service across the UK. Enterprise activity in Blackpool was booming and team members were working with increasing numbers of young people.

I have heard brilliant things about HERO since, not least that the team’s excellent work was recognised with a Big Society award, an initiative set up by British Prime Minister David Cameron.
The Eight Stages of Enterprise

There is a simple pathway to follow when we are ready to apply Talent Dynamics to a team or a business. Before we get to that, there is one more important part to the jigsaw. This is the eight stages of enterprise.

In the same way that there are eight profiles that make up the four seasons, there are also eight stages of enterprise that cover the full cycle of every product and every business. Understanding these eight allow us to see which stage we are in at any time. This can apply to the cycle of our country and our industry as much as to our business or our product group.

At every one of these eight stages, the company takes on a different frequency which matches the frequency of the corresponding profile. For that reason, successful companies will shift their style of leadership (and the leaders themselves) to match the stage of the enterprise.

Stage One – Proven Concept (Creator)

First gear in any product or business is not just to come up with an idea but also to prove it in the market. That means having proven commercial demand where someone in the market has bought or committed to buying whatever it is you are selling, at the price you are selling it.

What do you do if you cannot afford to deliver a proven product until you have the team and financing?
You do what Edison and Gates did and forward-sell the product into your market, using your customer’s money to deliver the product they want you to deliver.

The definition of ‘Proven Concept’ is:

“A product or service bought at a profitable price with enough future orders, in a strong existing market, to ensure ongoing earnings.”

Stage Two – Brand Attraction (Star)

Second gear is to build relationships with customers that will return to buy again – not just the existing product but other products under the same niche or brand. Once you have achieved first gear, second gear is a natural progression.

What if you need the team to deliver this ongoing value? You forward-sell the promise of forward value to those who will benefit most from it, as Oprah and Martha did.

The key activity in stage two is creating brand attraction, where you establish repeat business on the basis of future as well as present value. At stage two money flows as a result of your brand promise.

The definition of ‘Brand Attraction’ is:

“A brand across a group of products or services that attracts ongoing and profitable repeat business for the brand independent of the product lines offered.”
Stage Three – Operating Team (Supporter)

Once you have ongoing customer transactions, it is far easier to attract the world-class team you need to succeed. Attracting the team on just an idea is far more difficult. By the time you reach this third gear, the value has grown from the idea to the relationship to the operating team.

In fact, as Eisner and Welch show, the value in the operating culture becomes strong enough that you can change products, services and markets entirely yet the value remains. The key activity in stage three is creating an ongoing commercial operation by building a team that can execute. Money flows as a result of your ability to repeatedly deliver.

The definition of ‘Operating Team’ is:

“A team culture and leadership that sustainably magnifies the enterprise promise, product and performance ensuring market ownership and market attraction.”

Stage Four – Market Connections (Deal Maker)

Trying to do deals with just a concept (especially an unproven one) is very difficult. Doing deals with profitable, operating teams is far easier. Fourth gear sees the value in the business grow from the team to the partner-
ships the team has within the market – its suppliers, strategic alliances, market partners.

The key activity in stage four is entrenching the business in the market through effective market connections. Money flows as a result of the value you give to, and receive from, market partners.

The definition of ‘Market Connections’ is:

“Lasting relationships and reputation within your chosen market at wholesale value, providing a foundation of trust and capital value.”

Stage Five – Tradable Entity (Trader)

If you are looking to sell part or all of your company, it becomes far easier to do so when your business is entrenched in its market. In fifth gear, value progresses from market connections to the value of the business itself.

The business now becomes the product. It can change products, brands; even the management team running it and it can still increase in value. Traders like Soros understand this and will never speculate on unproven concepts outside the market.

The key activity in stage five is creating short-term tangible market value in the business. Money flows as a result of being able to trade parts of your company’s asset value.
The definition of ‘Tradable Entity’ is:

“An enterprise with capital value in the market, where that value is tradable as currency at an agreed value related to the flow of that enterprise.”

Stage Six – Bankable Asset (Accumulator)

Many teams attempt to start their new projects in sixth gear – to raise finance before they even have a proven concept. Companies will put their money in projects that are tradable far faster than into businesses with no easy exit.

That means sixth gear becomes easy to get to once you have built momentum in fifth gear. The key activity in stage six is creating long-term, lasting value. Money flows as a result of being able to ‘mortgage’ part of that value, where you no longer need to part with any ownership but simply leverage your value as security.

The definition of ‘Bankable Asset’ is:

“Capital value that is current and secure enough in its market value to attract resources and currency seeking return, secured against that asset.”
Stage Seven – Cash Flow Structure (Lord)

While at stage five, traders will demand a piece of the pie that they can trade and at stage six, accumulators will be content with a piece of the pie that they can simply hold, at stage seven value has grown due to the constant dividends the pie creates.

By stage seven, it’s no longer about owning the pie. It’s about owning the cash flow. Rockefeller made his fortune in oil without owning a single oilfield. At this stage of your business development, you really can have your pie and eat it too.

The key activity in stage seven is creating stable cash flow from your ongoing operations. Money flows as a result of owning the flow – which can be the flow of an entire market – as in the case of Rockefeller’s Standard Oil, or Sergey Brin’s and Larry Page’s Google. Value is now in the flow.

The definition of ‘Cash Flow Structure’ is:

“A sustainable inter-market cash generating infrastructure that increases margins and safety on currency flow and asset values within the market.”
Stage Eight – Licensable System (Mechanic)

Once a business or project team has developed a cash generating infrastructure, it can sell a license for others to use the same system. It only becomes easy to sell a franchise when you already have a proven cash generating system.

At this stage of the business, you can change your products, branding, management team, market partners, bankers and investors and the business can still grow in value. Selling a license for others to make money – without giving away any ownership of your products or shares in your business – is a good way to make money! But start from first gear and work your way up.

The key activity in stage eight is creating a license system around your flow. As in the case of Walton’s Walmart, or Kroc’s McDonald’s, money flows as a result of being able to ‘rent’ rights to your river. Of course, when it happens, the management team at stage eight will be quite different from the one that got it started.

The definition of ‘Licensable System’ is:

“An enterprise system that can be sold or licensed, providing licensees with the formula and processes to reliably repeat the same eight step enterprise stages.”

Think of each of these stages as the gears in a car. At every gear, we can either keep trying to accelerate (add value) or we can shift up a gear (leverage).
That means the fastest ways for quantum leaps to occur when we are at one level is to shift up to the next. For example, when we have a product we are trying to grow, jumping up to brand attraction by extending the range will result in the highest leverage.

When we have strong brand attraction, with plenty of repeat business, we can jump up to the next level by strengthening our operating team.

When we have an operating team performing, rather than trying to push performance higher, jumping up to market connections allows us to leverage all our efforts in a new partnership.

At every stage, we can feel when its time to change gear when attraction is high and we are short on time. When we shift up to the next gear, we get our time back but there is now a higher cost in resources and a new level of attraction to grow. This is the rhythm of building value, leveraging it and then building new value again.

Teams in flow, with this language, learn to effortlessly make the shift from one gear to the next, leading to quantum leaps in performance.

Have a look at the challenges that other teams in your company may be having, or even other companies in your industry.

There is a high chance that the value that you can deliver is the leverage they are looking for or that the value you can deliver will allow them to leverage and shift up a gear.
I love working with fellow entrepreneurs, so the opportunity to work with a company that trains entrepreneurs was too good an opportunity to miss.

Triumphant Events, based in London, help to inspire and educate the next generation of high achievers by delivering intensive development programmes. They also host some pretty cool events that attract the best motivational speakers on the business circuit.

When I met general manager Marcus Ubl, he was already aware of our sister company, Wealth Dynamics and their work helping individuals get into flow. He believed that similar strategies might help his company. Despite working with high achievers, he knew that something wasn’t quite right within his own team. He wanted to lead them to a place where he could realise greater results – not by working harder, but better.

After a fascinating talk about his company, his business goals and strategies, I identified the problem as one of poor flow. Marcus had recently created a new team,
so was keen to have everyone understand how the concept of flow could improve the way they worked. He also desired greater focus and to grow his business even faster.

Members of his team worked in various locations, which presented a logistical difficulty, so Marcus also needed to establish a cohesive environment and clarify the team’s accountabilities.

The Triumphant Events operational team completed our one-day Understanding Primary Purpose programme – step one on the Talent Dynamics Pathway.

After taking our profile test, each team member received their personal report, which revealed their preferred styles of working and interacting with their colleagues.

Very quickly they began to understand how they could encourage internal flow and create value within their team – and then leverage that value with each other.

They identified situations in which particular individuals were most in and out of flow. The next step was to recognise how this could impact both their results and the level of motivation in the team – two concerns that are inextricably linked.

Then we took the team through our Rapid Flow process, which helps to create scalable ideas. Ideas are nothing without action, so we showed them how to exploit these concepts to grow lead generation and sales with clear accountabilities within the team. By this stage we were already getting closer to Marcus’s aim of building cohesion and accountability. But the best was yet to come.

The programme created exercises that allowed participants – both as individuals and as a team – to experience flow in an empowering way. Marcus said that once
his team understood the concept of flow and experienced it in action, great things began to happen in marketing, work rate and team dynamics.

The team is now more motivated because they understand better how to get the best out of themselves and their colleagues.

They are now better able to leverage the incredible value they were already delivering, which is the key to building revenue and profit.

Six months ahead of their original plan, Triumphant Events’ signature programme – KPI Accelerator – was launched in Australia. Negotiations are under way to introduce the programme to a third international market.

The programme has had a significant influence on their marketing output. Promotional content online and elsewhere is having a significant impact on both lead generation and conversion rates, while powerful new products have been successfully created.

The sales process and ‘lead to conversion’ times have sped up following intensive focus and additional training support.

Marcus said,

‘The sales team feels more empowered and confident in their roles and are clearer about their accountabilities.

Overall, I would say the team is operating at a significantly higher level of performance than they were before we took the Talent Dynamics programme. The team is motivated, excited and connected.’
PART 3
Talent Dynamics Pathway
What are the steps in implementing Talent Dynamics? Since the launch of the company, we have trained and certified Talent Dynamics Consultants in the United Kingdom, United States, Australia, Japan, and South Africa. These consultants, in turn, have attracted companies who are ready to use Talent Dynamics within their teams and business.

Each consultant follows a number of stages in implementing Talent Dynamics, depending on their level of qualified expertise and depending on the growth stage of the companies they work with.

**Step One: Understanding Primary Purpose**

The first step is a taster session for an individual leader or team to experience the power of the Talent Dynamics profile when applied to their situation. This includes an understanding of primary purpose and the simplest ways to add value or leverage to create rapid results.

**Step Two: Meaningful, Measurable, Profitable Change**

The second step takes place when a team is ready to make the invisible visible, and measure the level of trust and flow they experience with each other. This includes the Talent Dynamics 360 degree barometer assessment and results in transformations in the structure and performance within the team.
Step Three: Full Implementation

The third step is for enterprises that are ready to integrate Talent Dynamics fully into their organisation. This is a collective journey of transformation which integrates Talent Dynamics into your environment, your schedule and the daily language of your enterprise.

The first two of these three steps can be applied at the level of an individual (in a one-to-one), with a team, a division or branch office made up of multiple teams, the entire enterprise or together with stakeholders including partners and customers. Some companies choose to go wide, with all their staff being profiled, while other choose to go deep, with the management team or one team in the business.
STEP ONE:

Understanding Primary Purpose

You have a talent. When you apply primary purpose to your talent, the lights turn on. Primary purpose – to enhance and expand your sustainable value – is not an opportunity. It’s an obligation. When your work becomes a work of art, where you are creating increasing attraction in what you do and who you are, then flow occurs naturally.

Regardless of whether you are already coping fine with your role, or you are facing challenges that appear insurmountable, investing time on understanding your Talent profile can be invaluable.

As a thought experiment, think of an accomplished business leader that you admire, with the same Talent profile as you. If you are a Creator, it may be Richard Branson. If you are a Supporter, it may be Jack Welch, or if you are an Accumulator it may be Warren Buffett. Now imagine that tomorrow, that person woke up in your situation. Imagine he or she is destined to wake up in your shoes every day for the next three months but is able to make whatever decisions they choose for the good of you and your company.

What are the chances that in three months time you would be in a very different place? The starting point is the same but with a shift in your outlook, the solutions you create and the resources you attract, the end point will clearly be very different. Whether you invest an hour personally or an afternoon with your team, this is the power of the paradigm shift that comes from Step One.
Setting the Schedule

We are going through a sea-change in what it means to be sustainable. Companies that once were seen as unsinkable have fallen or fragmented. Entire industries are disappearing and new ones are appearing. Jobs that we once thought would keep us secure for life have been automated or outsourced.

What is it that enables some people and companies to keep up with the pace of change while others fall behind? When we understand that the five frequencies each have a different frequency of review and renew, we see how easy it is to synch – or sink.

All change in your enterprise follows one of five rhythms. The schedule of review and renew we set follows these five frequencies, allowing you to master flow within your organisation.

WHY – Your Enterprise Promise

Your enterprise promise never changes. This is the heart of what your enterprise stands for and is set at the outset.

This is the equivalent of your vision and mission. It is never renewed and reviewed annually in a company retreat.

WHAT – Your Team Charter

Your team charter is your one year plan. It is written in context of your enterprise promise, your team profile, value,
leverage and your market and resources. It is reviewed bi-annually and renewed annually.

Your team charter is your path of least resistance in delivering on your enterprise promise. It is the equivalent of your strategy but is compressed to an annual plan based on shifts in the market. It is renewed annually and reviewed quarterly in a full day session.

**WHO – Your Personal Compass**

Your personal compass is each team member’s quarterly responsibilities, projects, processes and milestones. It is written in context of your team charter, your personal profile, value, leverage, relationships and resources. It is reviewed monthly and renewed quarterly.
Each individual’s personal compass is their personal responsibility in fulfilling the team charter. This is the equivalent of a job description but one which is written and owned by each team member. It is renewed quarterly and reviewed monthly in a team review.

**WHEN – Your Process and Project Maps**

Your process and project maps are your flow charts and maps of measurable flow in names and numbers; information, communication, customers and financials (processes) including the projects that add to this flow. Every process and project is owned directly by a team member in their personal compass and are viewed daily, reviewed weekly and renewed monthly.

The process and project maps are each owned by a process or project leader in their Personal Compass. They are renewed every month and reviewed at each weekly meeting. This means that every process measure is owned and every project milestone is owned, with the leader that owns each also owning the solutions when the ship is off course.

**HOW – Your Flight Deck**

Your flight deck brings together the key measures of each process and project, giving you a view of flow in all aspects of your enterprise. It also gives you a measure of value and trust through regular assessments at the personal, team and corporate level, linking all measures to the financial performance of your enterprise.

The flight deck consists of each measure and milestone, and is renewed weekly and reviewed daily by the owner of each based on what is needed for the company to remain on its flight path.
In this way, the entire company’s rhythm is aligned to meaningful, measurable, profitable change. Each team member is empowered to do what they do best, taking leadership for a small set of key metrics which are transparent to the rest of their team and to the company.

Whilst the old structure of corporations is like a car that has outlived its usefulness, the new structure of corporations is like an entire traffic system which can be in flow with many vehicles moving at different speeds.

**This is economy of speed over economy of scale.**

This schedule of renew and review fits with the organic nature of your enterprise. The human body has a similar set of natural rhythms. This enables everything to flow.

The financial statements of a business are the equivalent of a medical exam. They give readings of your health after the event. They are readings of output, not input and often give us readings of performance without getting to the underlying issue.

When we begin to measure all aspects of our business in trust and flow, at this natural frequency, we are measuring the inputs. It’s the health equivalent of measuring the food we eat, the exercise we take and the way we feel. It gives us the power to change sustainable flow at the impact point and make immediate change.

Whether you choose to undertake step two in a full day or over a series of session, this second step brings the invisible visible by linking your Personal Social Responsibility to the company’s Corporate Social Responsibility:
1. Building PSR (Personal Social Responsibility)

PSR is the key to the performance and effectiveness of each team member.

When each team member takes the Talent Dynamics Personal Profile, they learn their natural path to trust and flow. They learn their strengths and weaknesses and when they see their 360 personal assessments from their managers, colleagues and reports, they see how their strengths are where they achieve greatest trust and flow.

Each team member goes through a process to define and integrate their personal purpose, life ambitions and identity into their identity within the corporation. They get to see how their work environment is the ultimate testing ground for the trust and flow they are creating in their own life.

They then work on a personal plan and team plan within the team to create an integrated support structure to build their value and leverage scores. This is PSR – Your personal responsibility to respect and grow the identity and integrity of each team member while in turn growing your own trust and flow within the team.

2. Building TSR (Team Social Responsibility)

TSR is the key to the performance and effectiveness of each team within the company.

The same process scales at the level of the team. When each team sees their Talent Dynamics Team Profile, they learn their team’s natural path to trust and flow. They learn the strengths and weaknesses of their department as a whole and see their 360 personal assessments from other departments in the corporation.
For many departments that had previously had delivery issues with other departments, there is most usually a surprise when they see the low level of their trust and flow score when assessed by the other departments.

Implementing tools and processes from the Talent Dynamics Tool Box based on ‘co-creating flow’ instead of ‘solving problems’ allows a department to resolve inter-department issues that they had earlier perceived as being out of their power to change.

This is TSR – Each department’s team responsibility to reflect and support the value and leverage of each department. A team that is not adding value to the whole will soon be rejected or ejected. A team that does will build trust. A team that is not leveraging effectively within the whole will soon be an unsustainable cost. A team that does will become a positive contributor to the flow of the whole.

This process identifies the strengths and weaknesses and overall health of the corporation. Like a health check, it shows the priority areas which require attention. Any one part of the body that is not in flow will soon impact on other parts.

3. Building CSR (Corporate Social Responsibility)

CSR is the key to the performance and effectiveness of the company within the market.

The same process scales to the level of the corporation and provides a direct link between the personal responsibility of the individual and the corporate social responsibility of the organisation. At this scale, partners and customers are invited to provide a 360 assessment of the trust in the enterprise’s ongoing standard of delivery, and
the effective flow of communications, value and value creation.

This is CSR – Your company’s effectiveness in delivering sustainable value and being a powerful source of leverage to the market and community it serves. The degree to which your company is trusted by the market and delivers more effective flow than its competitors is the measure that Talent Dynamics gets to the heart of.

By the end of this second stage, you will have indicators of value and leverage across all areas of your enterprise at the personal, team and corporate level.

Corporate social responsibility, like sustainability, has been overused as a term. Yet in today’s culture it is more important than ever. Companies have an unwritten contract with their customers; they add sustainable value responsibly without being at the expense of the community.

Talent Dynamics makes a direct link between this unwritten contract at the scale of the company with the same unwritten contract at the scale of the individual. As we grow our own personal social responsibility, we have a direct impact on the social responsibility of the entire corporation.
A Case Study: Love of Mankind

“Love of Mankind’ is a bold initiative with a vision to make the world a better place and help young people to create a better future. The four young founders of the project, studying at London’s George Monoux College, were inspired by the concept of philanthropy (which translates to ‘love of man’).

They decided to put their own spin on good causes where it mattered – in their impoverished, high-crime neighbourhood in East London. ‘Love of Mankind’ began with private tutoring sessions in which A-level college students tutored underachieving primary school kids.

The initiative later broadened to include community projects such as ‘Challenge Excellence’, a business apprentice programme, co-coordinating volunteering opportunities and skill development events in the Waltham Forest area.

It wasn’t long before Love of Mankind got noticed. In June 2011, several months before the London street riots highlighted the issues of youth unemployment and criminality (particularly conspicuous in their area); the project was featured in the Financial Times. It was shown as an example of young people caring and contributing to their community rather then rebel or wait for someone else to resolve their concerns.

The author of the Financial Times article, Mike Southon, introduced me to Love of Mankind and their co-founders.

I met two of the four project co-founders Saima Khalid and Salman Rehman in late July 2011. After talking for
only a short while, I knew that I was sitting in front of two extraordinary individuals. I was inspired; I knew that by using Talent Dynamics we could help support their cause, empower their team and open avenues for them as a social business.

I presented the opportunity to Jan Polak, a Talent Dynamics pioneer and Master Trainer. When Jan stepped in, the team were dealing with the early success of their initiative and considering its future in a number of key ways:

Growing their team and integrating new volunteers into the project; passing on the agenda to the next generation of students and expanding their activities, community presence and impact.

From the beginning, the team had linked up with an inspiring and supportive mentor from the college, Jose Vincent. A former corporate consultant, he chose to dedicate his second career to empowering young people, especially those from modest backgrounds.

In November 2011, Jan designed and delivered a modified version of the one-day Talent Dynamics Step One programme for this young team. The concept of Talent Dynamics and its organisational application was a new language for the team who had little, if any, business experience. Even the idea of spending a whole day in a workshop was novel to them. But they embraced the opportunity and quickly grasped the essence of Jan’s guidance.
The idea of using their natural talents to energise flow within their team, resonated with everyone. The founders assimilated the complementarities of their Talent Dynamics profiles for the project and how everyone was valuable because of the different value each contributed.

With these concepts under their collective belt, there was an immediate shift in the team’s thinking – about what was possible and how to go about achieving it.

They set up “A walk to raise awareness for gun and knife danger on the streets” that aimed to draw thousands of young people to demonstrate against violence. They drew up a template of how to collaborate as a team and build partnerships.

Jan called me on the evening after the session.

He said,

‘By the end of the day, I was touched, moved and inspired by these young people who stood for something remarkable and have taken the initiative to make a difference in the community they care about.’

The team has now grown to seven members, they have a common purpose and individuals work independently with clear accountabilities. They regularly come together as a team to share ideas. Their mentor Jose says that, because the team is now so strong, the collaboration occurs without an apparent central person driving it.

Love of Mankind is now regarded as a centre of social entrepreneur development in the college and community. After a few months the project co-founder Saima Khalid told Jan, ‘We are continuously exploring new ideas. What we are doing now is just the beginning.’
They are now working on broadening their Little Stars project, a one-day mentoring programme for primary school kids, developing the project into a Social Enterprise or Community Interest Company, and partnering with local charities to engage students, a working model with the ability to replicate and scale across the UK.
In Step Three, when a company chooses to integrate Talent Dynamics into their operations, it begins with the environment. We are not creatures of habit but creatures of our environment. When we walk into a library, we naturally go quiet. When we step into a night club, we naturally dance.

We all know that if we want to dance, going to a library won’t help. Similarly, if we want to read a book, there are better places than a night club. Yet most businesses spend little time in designing their different environments to fit the different frequencies of the teams.

In an open plan office, we end up trying to tap into the Steel frequency of concentration in the midst of a Blaze frequency environment of conversation and wonder why we can’t get any work done. Or we try and focus on generating Blaze frequency sales activity on a Tempo frequency shop floor and wonder why it’s such a struggle.

By understanding the five frequencies that occur in a high performing corporation (and that form the basis of the Talent Dynamics system), you will define distinct environments in your work place that will enhance flow in these five areas. The most productive environment for one frequency is counter-productive for another. This step sets the physical stage for extraordinary performance.

**Your Innovation Environment**

Your innovation environment is linked to the Dynamo, Spring frequency of your enterprise, where product develop-
opment, branding and strategy take place. It is quirky, ever-changing and sparks creativity and bold action.

**Your Marketing Environment**

Your marketing environment is linked to the Blaze, Summer frequency of your enterprise, where sales, marketing, communications and collaboration take place. It is bright, open, vibrant and always in conversation.

**Your Service Environment**

Your service environment is linked to the Tempo, Autumn frequency of your enterprise, where service, customer care, team care, reviewing and renewing take place. It is grounded, calm, caring and engenders peace and balance.

**Your Control Environment**

Your control environment is linked to the Steel, Winter frequency of your enterprise, where accounts, data management, documentation and measurement take place. It is clear, clean, organized, disciplined and leads to precision and clarity.

**Your Bridge Environment**

Your bridge environment is linked to the Spirit and Heart of your enterprise. Like the bridge of a ship, this is where everything comes together with the company’s key leadership team, aligned to primary purpose. It is visual, inspiring and surrounded by the measures, principles and promise of the enterprise.
These five environments apply to both your company and to your own personal spaces, where you create your own spaces to step instantly into flow in the five frequencies that you need to tap into when you need to tap into them.

**Sharing the Language**

The final part of Step Three, after creating the environments and setting the schedule to maximise flow, is in sharing the language of Talent Dynamics at a deeper level. When we do this, it enables us to stay in flow as we grow.

Anyone who has mastered a team sport at the highest level will tell you that you can pause the game and predict the best game play. When you see a basketball team call a time out in a game, you see the coach huddle with the team and sketch out the next move. They are taking into account the flow of the game, the different players on both teams and from all these variables they are calling a play.

Most of us have not invested the time to do this effectively with our business. This Step Three is building the ability for not just you but your entire team, to know how to call the best play at any moment. We see this with companies in flow. Regardless of the changes in the market or the shifts in the economy, they always seem to be one step ahead of their competition.

What is the process which allows us to achieve this with Talent Dynamics?

Behind the eight Talent Profiles is a detailed set of sixty-four Talent Vectors. These have an overlay with the sixty-four hexagrams of the I Ching. Widely considered to be the oldest text created, the I Ching is a system created by the Ancient Chinese in which they saw time as
being a sequence of critical moments. They created a total of sixty-four such critical moments.

Like the ‘game plays’ in a sports game, where similar situations called for the same winning play, the I Ching is a set of 64 ‘game plays’ that we come across in life.

Effectively, they are the 64 critical moments that make up the DNA of time. It has the same binary code as our own human DNA, which is made up of 64 codons constructed from proteins in a similar way.

Whilst the 64 I Ching hexagrams were created about 5,000 years ago, we’ve only decoded our human DNA into these 64 codons in this last century.

Equipped with these 64 Talent Vectors, we have a language to step into flow for every combination of Talent profiles and stages of enterprise. For example, a Creator co-creates flow differently when connecting with each of the eight different Talent Profiles, and adds value differently at every one of the eight different stages of enterprise.

Similarly, at every stage of enterprise, each Talent profile has a different way to add sustainable value effectively. Knowing as a team how each can add the most value allows the team to stay in flow regardless of the shifts and challenges they experience.

The result of having this common language is that all team members remain aligned to primary purpose. As new team members are attracted and recruited in, they find themselves in a high performing team in a flow they understand and can articulate.
Minola is one such salon cutting a path in the industry from its HQ in the leafy resort town of Lytham in North West England.

If success were down to dynamism and vitality alone, Michelle Bagshaw would succeed. But sometimes even the most effervescent business owner needs a little guidance.

When I met the young professional in 2009, she had been trading for several years as a beauty therapist in another salon. Team leadership seemed like a foreign concept to her at the time, so she came to me looking for help to develop her leadership skills. I remember her telling me, ‘I know what I want to do, but I don’t know how to do it.’
With a degree in beauty therapy management and a dream of opening a chain of salons, the 26-year-old took steps one and two on the Talent Dynamics Pathway. She worked hard to create the vision of the future business as she planned the launch of her first salon in 2010.

I supported Michelle through the creation of a robust strategy that resonated with both her profile type and with the enterprise she wanted to create. Although already motivated to succeed, Michelle appreciated being challenged in her thinking and pushed to ensure that her enterprise vision was delivered consistently.

I caught up with Michelle as I was writing this book and she is as enthusiastic as ever. She said, ‘As soon as I saw my profile, it was a revelation – it all started to ring true. I altered my management style to suit my personality and the needs of the business.’

It was a pleasure to have monthly contact with Michelle and see the changes in her as a manager and in the growth of Minola Salon. She overhauled all the business systems and procedures and built a working environment conducive to success, support and sales. But she didn’t want to build a one-person business; she had to bring her team with her.

Michelle said,

‘When I opened the salon, one of my first tasks was to put the staff through the Talent Dynamics process. It was apparent that they needed their own motivation; it couldn’t all come from me. At first they were skeptical about the benefits but they were soon won over.

The Talent Dynamics Pathway helped them realise that they had a stake in the success of the new
venture, so they got involved in building the team. In the process, they dug deeper into the needs of the business and unearthed new ideas that we soon put into practice.

Once the team was worthy of the name, they all saw the benefits of working under the Minola brand rather than taking advantage of our excellent training and then branching out on their own.

The salon, which opened in June 2010, smashed its ambitious opening targets by 400%. Within three months, the salon was swamped with business and Michelle had to take on three new therapists and two receptionists. Six months later, sales had multiplied by a factor of five.

Within two years Michelle had built larger premises and was planning to franchise the operation. Their e-commerce site will add another dimension to Minola.

She said that the key to this success is the ‘phenomenal working environment’ created by the attitude of the team, which grew out of the understanding revealed in the profile tests.

Opening hours have now extended from five to seven days a week and Minola is one of the few salons in the region that offers 24-hour opening during the Christmas period.

Twenty-four hours of beauty therapy?! By any measure, Michelle’s story is a stunning triumph for someone who once only knew what they wanted to do but didn’t know how to do it.

What is the most powerful measure of her success two years after the launch? Repeat business is running at 95%
When any multi-layered complex system is reduced to simple rules, there are levels of truth which align with our own truth. Within Talent Dynamics (and your experience in reading this book) the level you choose to experience it at will be based on your level of truth.

For example, a statement like ‘Pigs can fly’ may not align with your truth about pigs. So you hear it and dismiss it. This was the experience of the college lecturer in my conversation with him at the beginning of this book.

However, if I begin by explaining that a certain airline was allowing pigs as fare-paying passengers, then you would be happy to accept the truth that ‘Pigs can fly’. Why? You already have another truth – ‘Planes can fly’.

If we were 150 years in the past, no one had the truth that ‘Planes can fly’. If someone then had asked what a plane was and you had told them, they would have been far more likely to believe that pigs can fly than planes can. The point being, we will always be willing to accept new information based on the level of truth we are already installed with.

Here are the seven truths of Talent Dynamics. As you complete this book, you get to choose the level you are willing to use it and gain value at that level. You may find, in future readings, that your level of truth has changed and with it, the level of value you gain from this book in the future will also change.

You may also find, like I did, that your level of truth may not be the same as others in your company and so the value and potential you may see in Talent Dynamics is not shared by them. That’s fine. What’s important is to
communicate and implement the system at the level that rings true for the organisation.

Only when you collectively experience the results of implementing at one level, will everyone be ready to implement at the next level up. Here are the seven levels of truth in Talent Dynamics:

**Level 1 – We play different games**

This truth is a simple one. Football is different to basketball which is different from golf. Each has a different set of rules and you can’t apply the rules without knowing the game. It isn’t any good telling someone that they shouldn’t pick up the ball based on you thinking they’re playing football when they think they’re playing basketball.

Business is a game. We play in teams. Yet everyone is often playing by different rules, so no one ends up winning. This first level is simply that Talent Dynamics enables you to become clear on the game you are playing and to align your team to win that game. The more you play the same game, the better you get at it.

**Level 2 – We are naturally more talented at one game**

This second truth is that we are born with natural talents. Some of us are naturally creative and so naturally suit the innovation game. Some of us are extrovert, naturally suited to the people game.

This is quite a different truth. Anyone sitting just at Level 1 will dispute this. They will say that our talents are simply learned skills and that personality profiles or psychometric tests are misleading and of no practical use.
Entire systems, such as the traditional education system, are based on us being the same, not different. It does not teach people differently based on their natural learning style or support people differently based on their natural talents.

Another such example would be companies that expect every salesperson to generate exactly the same number of new sales leads and create exactly the same amount of repeat business, with no regard for some being far more talented at the former and others being far more talented at the latter.

If you are at Level 1, disregard the results of taking the Talent Dynamics test, which will show you where you and your team members are naturally most talented. Instead, use Talent Dynamics just to understand what the different games are, and choose the one that suits your company. Get playing on that game, until you reach championship level.

If, on the other hand, you do believe at Level 2 that we each are more naturally talented in some areas that others, you will find enormous value in taking the test. This defines your personal game to let your talent shine. At this point, you may also be intrigued by the 3rd level of truth.

**Level 3 – Focused action leads to flow**

The experience of many sports people – and seasoned business professionals – is that when they are consistently playing the game that suits them, whether it is creating incredible new products, putting together million dollar deals or taking care of the details through incremental rather than disruptive change, they reach a stage of mastery that accelerates performance dramatically.
In teams, this is often called getting in ‘the zone’. Another word, which we use in Talent Dynamics, is the ‘flow’ state. This is a direct, predictable result of focusing on the game in which you are most talented. It is when your talent begins to operate unconsciously. It is magical to experience in teams and results in a far higher level of fulfillment and reward for everyone involved.

The payoff of the 3rd level is that the team and everyone in it are now achieving far more with far less effort. There are many at Level 2 who have not experienced this and so are not willing to accept this. Their truth is one in which bigger results requires harder work and so they shy away from the focus required to get the team to this level. If this is true for you, simply use Talent Dynamics for its value in pinpointing the various talents in the team.

If, on the other hand, you’re willing to accept that as a team and a company you could be achieving far greater results with far less hard work and far greater team harmony, then you will begin to catch glimpses of the instances when your team reaches this flow state.

You will begin to call these moments out and the rest of the team will also begin to recognise these moments. At these moments they may be applying themselves even more than previously but it doesn’t feel like hard work. They are each doing what they do naturally and doing what they love. This becomes your compass as the payoff at Level 3 and leads many to seek out level 4.

**Level 4 – Flow leads to greater opportunity**

Most of us get stuck because we don’t believe we have the resources we need to get unstuck. We don’t have the time,
talent, money or resources. If only we did, we could solve our challenges easily. The 4th level of truth is that when you are in flow, you begin to attract resources that simply were not there previously.

The payoff of Level 4 is that you attract resources and opportunities that simply do not show up when you are not in flow. You can rise to challenges and solve problems that you were not equipped for before you began playing the game.

Like a footballer who is in flow in a game, people begin to pass you the ball more often. This is not just within your company but within your market. Momentum itself is a great attractor.

Some people will not accept this. They will say results come from a thought through plan and there is no place for chance to play a part. If you believe the same, judge your success by your internal indicators with Talent Dynamics and it can be of great value.

If, on the other hand, you begin to experience this increase of resources and opportunities that come your way, it becomes an external indicator of your success. If you’re already willing to accept this will happen, your truth may be up at Level 5.

**Level 5 – Flow attracts critical moments**

A critical moment is a game-changing moment in your business that leads to a quantum jump in your results. Moments such as when a new product range is launched, a new partnership is created, a new leader is recruited or a market is opened. The success or failure of many businesses will often be the result of specific critical moments that took place in its recent history.
The truth at Level 5 of Talent Dynamics is that as you and your team increases your trust and flow, the number of critical moments that can take place increases dramatically.

The invisible thread in your business is like a motorway where the critical moments are the road lights. When things are moving slowly or stuck in a jam, it takes time for another critical moment to appear. When everything is flowing and you’re moving at pace, the frequency of the road lights increases.

While Level 4 is about having more balls passed your way, Level 5 is about more goal-scoring opportunities appearing. Seasoned entrepreneurs have an innate sense for this, as they are constantly seeking out the critical moments in their business and their industry. This often results in counter-intuitive measures in managing their teams. For example they would prefer to give a team member the freedom to work on what they love than force them to work on what’s apparently needed, as they know this will lead to opportunities they cannot yet predict.

If this seems like an ethereal notion, impossible to justify as an outcome of using Talent Dynamics, ignore it until you experience it. If, on the other hand, this is your reality, you will look out for increased critical moments as the payoff. Your team will become collectively aware that all success begins to come not by chasing performance but by positioning themselves for the upcoming critical moments and acting when they arrive.

**Level 6 – Every day becomes magic**

If you have ever had the experience of jumping out of bed because you can’t wait to get to work, then this is the Level 6 truth of Talent Dynamics. This is the innate knowing of being at the right place, right time – where we feel we were made for this moment.
While many of us have had this experience at times, fewer people have been able to replicate this again and again in different companies with different teams. Those who have know that it is possible in any situation, no matter how challenging, provided everyone is aligned to their own personal magic.

Carl Jung termed the word ‘synchronicity’ to describe this magic, where seeming coincidence and luck occurs without any apparent connection. You have an idea and it turns out a team member had the same idea at the same time. You get a thought of the person you need and the next day such a person contacts you.

From my personal experience, this is the payoff I receive for using Talent Dynamics in all my own businesses. It is the pathway to reaching this state in which we are in flow with time. The synchronicities become a constant topic of conversation and humour at our review meetings. We will set goals not only for the results we plan for but for the luck we wish for.

The idea that we use these coincidences as a sign of flow is a big one for most people to swallow, except for those who are already experiencing this on a daily basis. ‘Creating our own luck’ doesn’t fit well into a corporate strategy document, let alone the criteria of success in adopting a business development tool. Yet that is a potential payoff if you choose it to be.

**Level 7 – Magic leads to meaning**

We all want team players who are inspired and motivated. We have all had experience of extraordinary individuals who have exceptional drive that comes from a deep sense of purpose.
Most people have not connected to their own deep sense of purpose at this level. When we have not found a deeper purpose, the tendency is to get to life’s purpose when it happens and in the meantime work hard to make a living.

Yet at times we find not just a person but entire teams that share a deeper purpose. This is not an accident. The final level of truth of Talent Dynamics is that when you find your flow, the synchronicities that occur motivate everyone to dig deeper.

How does purpose relate to talent? Purpose is the meaningful manifestation of our talent. When we excel at what we excel at naturally and we do this in a meaningful way, this leads to purposeful work.

Talent Dynamics, at this level, shines light on the leaders that have aligned the purpose of their organisation to the purposeful work of those who work in it. This attracts and retains talent, customers and partners united in purpose.

For those who do not have clarity in their purpose, they will wait for flow. Yet it is flow that creates clarity. When the water in a pond is muddy, the way to create clarity is not to try and extract the mud but to get the water flowing.

This is the final payoff of Talent Dynamics. As it’s the 7th and final level, I expect few to readily embrace this level. You may be in the majority or you may be the exception. Choose the level you want to play at and begin from there.

Remember my conversation in that car 10 years ago, with someone whose truth meant he would not even accept the first level. Every level of truth is valid. You can tune in to a TV signal with a black & white TV, a colour TV; all the way though to an HD TV. Each works at its own level: The story is the same. It’s just the resolution that’s different.
If this book has resonated with you and you are ready to step onto the pathway of Talent Dynamics, contact us at:

www.talent-dynamics.com
“The main thing to do is relax and let your talent do the work.”

Charles Berkley