THE LEADERS’ GUIDE TO TEAM DYNAMICS

How to Tap into Your Peoples Talents to Boost Productivity, Performance and Profits using Talent Dynamics
Important Introduction – Please Read This First!

Welcome to the Leader’s Guide to Talent Dynamics.

You have taken the first step towards understanding yourself and the people you work with and spend the most time with, your team.

This guide is an introduction to the Talent Dynamics’ Profiling tool designed specifically for leaders and teams to grow their trust and flow within their organisation.

Talent Dynamics is part of a family of profiling tools that have been developed by Entrepreneurs Institute and used by over 500,000 people around the world to find and follow their flow.

As the No1 Global Partner in the world Team Dynamics Global’s Vision is to Liberate Leaders and Transform Teams by helping people to tap into their talents through world class training and tools that accelerate trust and help companies flow more and grow more.

This guide is a powerful tool packed with great content to help you on your journey to becoming a better Leader or Manager. You’ll also find additional links to resources and trainings that you can access to go deeper with your development.

We look forward to connecting with you online via our social media platforms or at one of our live learning events.

I’m excited for the journey you are about to go on.

Regards,

Paul Avins

CEO of Team Dynamics Global LLP
Table Of Content

The Power of Talent Dynamics
- The Path of Least Resistance
- Two Simple Words
- The Talent Equation
- What is Talent?
- The Talent Dynamics’ Square
- The 5 Aspects of Trust

The 8 Talent Profiles
- Creator
- Star
- Supporter
- Deal Maker
- Trader
- Accumulator
- Lord
- Mechanic
- Best Team Roles
- Leadership Styles

The Background of Talent Dynamics

About Team Dynamics Global
- What our Clients Say
- Additional Resources
The Power of Talent Dynamics

The principle behind Talent Dynamics is that individuals, teams and companies are at their best when they are in flow. Put simply, flow is your path of least resistance. While many profiling tools exist, Talent Dynamics is the only one that provides an explicit path to building trust and flow within companies of all shapes and sizes.

Here are the biggest benefits to focus on when using Talent Dynamics:

Find your flow, and reclaim your time and energy
When you understand your profile, you can reorganise your time to focus on what you love most, do best and add the most value to. You can know what to say no to and your team understands why you are saying it. When you do this, your fulfillment and effectiveness increases, and your stress and struggles go down. That’s what happens when you find your flow.

Clarify your natural path
Your profile is not a box to get stuck in, but a path to follow and a game to play. Each of the eight profiles have different playgrounds and different rules to the game. By knowing your natural talents and path, you can know what role models to follow, what advice to take, and what advice to ignore as it will take you away from your flow.

Grow a high performing team
Each of the eight profiles attracts, builds and leads a team in a different way. Having a high performing team is the key to scaling any business to the next level. Building the right team, with the right people in the right place begins by using Talent Dynamics to know yourself, and then to know your team so you recruit people with the right talents that add the right value and solve the right problems easily as it’s in their flow.

Accelerate your company’s financial success
At the heart of Talent Dynamics is the talent equation: Understanding how flow is created through Value and Leverage. Once you know how to create value and leverage it in your natural way, you can impact the growth of revenues (through value creation) and profits (through better leverage) to directly impact your company’s financial success.

Achieve your true potential
How much do you believe you are currently achieving your true potential? Most of us are only achieving a fraction of what we are capable of. Using the entire system of Talent Dynamics allows us to leverage our own value far more effectively and the value created by others in the team far more effectively, to deliver sustainable and scalable growth that feels effortless and abundant.
Your Path of Least Resistance

The Talent Dynamics profile test is a tool that assesses your personality, strengths, productivity, values and behavior, to determine what your path of least resistance is. It then explains to you what role you should be playing in a team to add value to the other profiles, and when you may have some communication and trust challenges with others.

Knowing your value means you can concentrate on your strengths and allow others to use their strengths to support you in areas you aren’t so keen on.

Using Talent Dynamics can also help you with finding people to fit a role, restructuring a team or entire organisation and increase team productivity. It will give you insights into how you can best communicate with the other profiles, so they feel engaged and understand the message you are delivering and how best to support you to stay in flow.

What will I discover in my Profile Report?

1. Your Talent Dynamics’ Primary Profile and Unique Frequencies
2. Role models who share your profile that you can learn from
3. Your leadership style and the best way for you to lead and build a team
4. The best way for you to communicate with your team to build trust
5. Your strengths and some potential challenges you may face
6. The best and worst activities for you in the company
7. What gets you into Flow and what can take you out of it
8. How to create value in a team and business using your profile
9. The value you need to own and how to have confidence in it

If you are the leader of a team you can also access a team profile based upon the individual profiles within the team. This can help you assess where the holes are and identify the types of profiles you need for a particular role based on the people who are most successful at that role.

For example, Stars often make the best sales people and Supporters the best team leaders. It can also identify how to treat the team as a whole, what language to use and how to get the best out of them. More on that later if you are interested.
The Invisible Thread

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 priority and what activities become redundant? What direction should we grow our value and 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 its leader, 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 individual or brand can build their reputation by trying to be trusted in everything, trying to be all things to all people is the recipe for failure.

Similarly, as individuals, we reach our peak performance when excelling in the area we build trust most naturally, and have a team to support us in the areas where building trust is more of a challenge.
Think for a moment about the greatest challenges you are having in your business, your team or relationships outside work. What part does trust (or the lack of trust) play in your anxieties, concerns or uncertainties?

**Band-aid solutions vs Long term cures**

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 the most to solve it. When a product sells badly, we may visit the customers we trust the 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 so let’s unpack it.

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 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 miss-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 miss-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 which is sad as it’s so much more.

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.

“Teamwork is the secret that makes common people achieve uncommon results.”

Ifeanyi Onuoha
The Talent Equation

“Be still like a mountain, but flow like a great river.” – Lao Tse Tung

Value x Leverage

Successful 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:

\[ \text{Talent} = \text{Value} \times \text{Leverage} \]

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 to be recognised and rewarded. It is not a static object, but a flowing force, like electricity. When connected, it can be directed to create extraordinary results when unplugged the power dies.

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 and 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 trust in your leadership. If you want to know your own value find out what jobs your team members trust you to do well.

Leverage
Leverage is the level to which your talent is having an impact. 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 results in sustainability. Leverage is about doing more with less, and this is where profit comes in. Value in itself does not ensure a healthy business. Leveraged value ensures that you not only have attraction, but the attraction results in profitable results for everyone involved.

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

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. This is why the Talent Dynamics’ Profile and Debrief is so powerful as it helps you to truly understand how to leverage your value.

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 and 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.

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 to 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.
The Talent Dynamics Square

“Trust is the currency of the new economy”

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 have 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 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 ‘innovative’, 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 and listening to different music. 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 new ideas and innovation.

They are excellent at creating new products, marketing strategies or systems. When they get into their flow, they are most trusted in their ability to innovate and come up with creative ways to solve challenges. They will be least trusted in either their ability to deliver consistent service, measurement or communication, depending on their profile.

We all have some element of intuitive thinking, but some of us have it more than others. Those who are constantly tapping into this ‘high-frequency’ thinking are often described as having their ‘head in the clouds’. They can see the big picture, but often miss the details needed for implementation. They are not as focused on what is there, but at what could be, the possibility and potential.

Intuitive thinking creates value through innovation

Timing
The opposite of ‘high-frequency’, ‘intuitive thinking is ‘low-frequency’, ‘sensory’ thinking. While intuitive thinkers create value by having their head in the clouds, sensory thinkers create value by having their ear to the ground and their feet on the street.

At the base of the square, ‘Tempo’ team players - The Deal Makers, Traders and Accumulators - create value through timing. Making the right move, purchase or phone call at the right time to deliver maximum value.

Sensory thinkers are excellent at keeping things stable and providing consistent customer service. When they get into their flow, they are most trusted in delivering value through their fast and responsive service. They are least trusted in delivering value through creative ideas, new communications or new systems, depending on their profile.

Sensory thinking creates value through timing

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 to be done so they can do their job well.
By supporting them in the areas in which they are more challenged, and enabling them to focus on their unique value, they can rapidly double the new revenue they generate while still delivering what everybody internally needs to do their jobs.

In contrast, a Trader profile may be proficient at looking after projects, gaining repeat business and up selling. However, if their role requires them to create new initiatives and creative solutions to the problems they come across, they can fall behind, lose momentum and motivation.

By supporting them with clear plans and measures and enabling them to manage the client needs of the day, they can rapidly double the amount of repeat business they generate, build great loyalty and manage projects with specific times lines.

The 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 like to work more through people, and are seen as more extrovert. This is the ‘Blaze’ energy on the right side of the Talent Dynamics square. Some of us prefer to work more through data and details and are more seen as more introverted. This is the ‘Steel’ energy on the left side of the square.

Multiply

‘Steel’ frequency team players, on the left side of the square - the Accumulators, Lords and Mechanics - leverage their value through multiplying. This comes from the question ‘How can this happen with me?’ It is about making things simple, and making many. They are excellent at systems thinking, research, streamlining and looking for the simplest way for things to replicate themselves in an efficient way.

When they get into their flow, they are most trusted for adding value through their natural focus on measurement. They are least trusted in either their natural ability to innovate, communication or serve, depending on their profile.

People who have a more introvert action dynamic naturally internalise and analyse their course of action, in comparison to people who have a more extrovert action dynamic and work through by consultation with others.
Magnify
‘Blaze’ frequency team players - the Stars, Supporters and Deal Makers - leverage through magnifying their value. This comes from the question ‘How can this happen with me?’ It is about making things more complex, as they like to personally feel valued. This may be about defining a new unique brand, a team code or a deal with a customer or supplier 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 either their innovation, service or calculation depending on their profile.

People who have a more extrovert action dynamic are more likely to be found out socializing with people than studying a spreadsheet on their own. Extroverts are not process-oriented, in fact many of them hate to fill in reports or expenses forms. They are people-oriented and would always rather a good conversation that filling in a spreadsheet. They leverage in a manner that is the complete opposite of multiplying.

**Extroverts leverage by magnifying**

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 and suggested solution. However, if their role requires them to interact with the teams that are facing the issue to drive change through the business their communication skills will often let them down and they can quickly fail or damage relationships.

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, left lone without the right support you will have set them up to fail, with an activity that is against their flow and will sabotage their strengths and value.

Watch the video on the

“INTRODUCTION TO TALENT DYNAMICS”
The Five Frequencies

Our primary profile is the game we play when we are in our flow. Each of us has a primary profile based on the balance of our frequencies. We were all born with a different mix of five ‘frequencies’, first identified in the Chinese ‘Book of Changes’: The I Ching. Through Richard Wilhelm's translation of the I Ching, passed to Carl Jung as he was devising ‘Psychological Types’, these frequencies have become the basis of modern psychometric tests, as well as the basis of Chinese disciplines such as Chinese Medicine, Martial Arts and Feng Shui.

The four base frequencies form the four sides of the Talent Dynamics Square. Each of these four frequencies is a state of change, like the four seasons. When you take the Talent Dynamics profiling test, you identify how much of each frequency you hold.

The balance determines which of the eight games you play most naturally: the one that creates the greatest resonance and harmony with your natural frequencies. The more time we invest in harmony with our strongest frequency, the sooner we get into our flow. Here are the five frequencies:

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Season</th>
<th>Element</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamo</td>
<td>Spring</td>
<td>Wood</td>
<td>Energized, dynamics, great at getting things started. Getting things finished can be a challenge.</td>
</tr>
<tr>
<td>Blaze</td>
<td>Summer</td>
<td>Fire</td>
<td>Passionate, outgoing, great at networking and meeting new people. Easily distracted from the task at hand.</td>
</tr>
<tr>
<td>Tempo</td>
<td>Autumn</td>
<td>Earth</td>
<td>Compassionate, great team player and reliable at getting things done. Will often seek direction from others</td>
</tr>
<tr>
<td>Steel</td>
<td>Winter</td>
<td>Metal</td>
<td>Orderly, systems oriented with a good eye for detail, strong at completing. Can find it difficult to start new things.</td>
</tr>
<tr>
<td>Spirit</td>
<td>Transition</td>
<td>Transition</td>
<td>Connected, tranquil and spiritual. Focused on the ‘why’ behind everything.</td>
</tr>
</tbody>
</table>

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.

The five frequencies form a cycle that begins and ends at water. They chart also shows the relationship with the five Chinese elements, which represent states of change. Every project, business, industry, country goes through these frequencies as they cycle from creation to completion to creation again. You are currently going through this natural cycle with each relationship you have and each journey you embark on so it’s good to understand how it works with your profile.

Our effectiveness changes as we resonate with our environment, and also as we resonate with our time. Even in the right environment, as time changes we can lose our flow. Great leaders recognize this and will move industries countries to stay in the flow.
The five aspects of trust

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.

Trust allows us to rely on others to get things done. Flow allows us to rely on others to help us get things done. 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:

**Innovation (Dynamo)**
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 here.

**Communication (Blaze)**
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 here.

**Service (Tempo)**
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 here.

**Measurement (Steel)**
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 here.

**Spirit (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 here.
The five aspects of flow

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.

Trust allows us to rely on others to get things done. Flow allows us to rely on others to help us get things done. 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 (Dynamo)**
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, Mechanic, Creator and Star naturally contribute the greatest flow in this area.

**Respect (Blaze)**
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, Star, Supporter and Deal Maker naturally contribute the greatest flow in this area.

**Presence (Tempo)**
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, Deal Maker, Trader and Accumulator naturally contribute the greatest flow in this area.

**Discipline (Steel)**
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, Accumulator, Lord and Mechanic naturally contribute the greatest flow in this area.

**Spirit (Spirit)**
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 five aspects of vision

Each of our profiles gravitates to one of the five aspects of vision, based on the question each asks most naturally.

**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.

**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.

**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. 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 details that others will miss. Clarity can clearly distinguish between the different elements of a situation. Steels see every detail, but often at the expense of the people involved.

**Spirit gives Insight – Best at asking “Why?”**

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’. 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. With teams we can turn dreams into reality.
The Eight Talent Profiles
“The men who have succeeded are men who have chosen one line and stuck to it.”
- Andrew Carnegie

The opposite of flow

If being in flow feels like we are at our effortless best, what does it feel like to be out of flow? The opposite of flow is stress - the need to put in more energy that you get out, like trying to push upstream in a river.

Talent Dynamics not only points us in the direction of greater flow, but also in the direction of less stress, which in today’s world is a much-needed solution.

Work related stress is the highest cause of absence and the greatest contributor to low productivity in companies around the world. When we see an individual, who is stressed in the workplace or performing poorly, we can often pinpoint it back to the individual taking on tasks that they are not naturally talented at and don’t enjoy doing, for an extended period of time. The result is a lack in drive and desire to achieve.

When you are out of Flow:

- You make more mistakes as your concentration will wonder
- You find it harder to concentrate and stay focused
- It takes you so much longer to get everything done
- It feels like incredibly hard work and you can end of the day exhausted

As stress builds up, you will find you just can’t take any more and are forced to either take time off or leave the company and look for another role or job where you can get back into flow. It’s impossible to be stressed when you are in Flow, doing something you love and are really good at. You may be under pressure but you and everyone around you knows you are capable when you are in flow and you thrive on the opportunity to stand out and shine. Here are the eight profiles, and how to help each get in their flow:
Creators are the best at getting things started, and although they can be quick to create chaos, they can also be surprisingly creative 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 best when their heads are in the clouds. At altitude, they can see the big picture, and will rely on their intuition more than any market research to guide them. Their over-optimism is their greatest strength when it comes to their vision and their greatest challenge when it comes to what they believe others can achieve. As a result, many Creators succeed in their creation, only to fail in their execution, taking on too much and expecting too much of others.

To get the most out of Creators in your team, put them in positions for where they build trust most: In their innovation. Support them in other areas, including their level of communication, service and detail. Allow them the space to grow flow through their initiative, with the freedom to feedback on the big picture and creative detail.

Creators are task-driven leaders and are visual communicators with short attention spans, so present all communications with brevity and impact. 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.

Examples of Creators:

Richard Branson, Virgin
Richard Branson has used his visionary thinking to grow multiple businesses with the Virgin Group, building self-managing teams within each business.

Steve Jobs, Apple / Pixar
Steve Jobs co-founded Apple and bought Pixar, and through his innovation revolutionized the computer, music, and mobile industries.

Elizabeth Holmes, Theranos
Elizabeth Holmes is a chemical engineer, America’s richest self-made woman billionaire through her company, Theranos, with over 80 patents to her name.

Sara Blakely, Spanx
Sara Blakely began the company, Spanx, in her apartment while selling fax machines, and used her creative thinking to create a global fashion business.
The Creator profile in a nutshell

<table>
<thead>
<tr>
<th>THE CREATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant Frequency</td>
</tr>
<tr>
<td>Dynamo</td>
</tr>
</tbody>
</table>

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

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

Successes: Best when free to create, with a team to promote and a team to watch the details. Excels when kept focused on the big picture strategy and the creative process through to the end result.

Struggles: Failure 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.

The best roles in teams: Creative projects, creative problem-solving, big picture thinking, strategy, task-focused leadership, learning with visuals, communicating in simple summaries.

The worst roles in teams: Time-keeping, detailed analysis, taking time with everyone in the team, being down-to-earth, activity monitor, learning with text books, communicating the details.

Watch the Talent Dynamics video on

CREATORS
Stars are the best promoters and 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 support and encouragement, and they will be the best spokesperson for the group. Discourage them, and they will be the biggest critic.

Stars, naturally, are the easiest of the profiles to spot. After all, the value is in the person. Obvious Stars can be found in the sports, music, film and entertainment industries. The highest profile CEOs, salespeople and trainers also achieved their success by following their natural path as a Star. Naturally extroverted, Stars are happy around others and are quite comfortable being the centre of attention. In fact, their creativity comes faster in conversation than when sitting alone.

To get the most out of Stars in your team, put them in positions for where they build trust most: In their innovation and communication. Support them in other areas, including their level of service and detail. Allow them the space to grow flow through connecting with respect, with the freedom to take the stage and connect with the market. 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. Help them 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, so get them directed and them give them the space to shine.

**Examples of Stars**

**Oprah Winfrey, Harpo**
Oprah Winfrey has built a media empire by building a personal brand that doesn’t steal the light, but that shines a light on others.

**Hillary Clinton, Politician**
Hillary Clinton is former U.S. First Lady and U.S. Secretary of State, and one of a long line of Star Profiles who has run for US President.

**Arnold Schwarzenegger, Actor**
“Arnie” has risen to the top of three disciplines, in body building (7-time Mr. Olympia), in Hollywood (Action star), and in politics (38th Governor of California)

**David Beckham, Footballer**
David Beckham, captain of the England Football team for 6 years, built his brand through his career, and earns more now than when he was playing.
The Star profile in a nutshell

<table>
<thead>
<tr>
<th>THE STAR</th>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dynamo / Blaze</td>
<td>Extrovert</td>
<td>Intuitive</td>
</tr>
</tbody>
</table>

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

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

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

**Struggles:** Failure comes from frightening others away by expecting too much of others 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.

**The best roles in teams:** Creative projects, big picture thinking, promoting projects, leading the team, people-focused leadership, learning through conversation and discussion, communicating through debate and performance.

**The worst roles in teams:** Detailed study, time-keeping, system planning, measurement, looking after everyone, keeping views to themselves, detail-focused leadership, learning through text books, communicating through data.

Watch the Talent Dynamics video on STARS
Supporters are often the best leaders, but don’t expect them to come up with the plan themselves. 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. Always give them an environment of fun, variety and celebration if you want them to perform at their best.

Supporters are outgoing, loyal and fantastic networkers. Their value is in the heat of the moment – the relationships they create and the enthusiasm they can offer. Left to themselves they often get indecisive and lost – like fire without wood. When given the opportunity to build their own team, the team can outpace, outsmart and outperform the most quick-witted competitor.

To get the most out of Supporters in your team, put them in positions for where they build trust most: In their communication. Support them in other areas, including the creative strategy, service and detail. Allow them the space to grow flow through connecting with respect, with the freedom to grow the team and nurture partnerships. Supporters are hands-on, people-based leaders who inspire loyalty and motivation. Their leadership is by inspiration and leading from the front. They communicate best through casual conversation and concepts brought to life through stories and participation. Help them get in their flow through appreciation and giving them chance to appreciate and value others.

**Examples of Supporters**

**Jack Welch, GE**
Jack Welch was named Fortune “Manager of the Century” after a 40-year career building GE into a global company through his people-based leadership style.

**Sheryl Sandberg, Facebook**
Sheryl Sandberg has supported Mark Zuckerberg in the growth of Facebook as COO, and her book “Lean In” describes her hands-on leadership philosophy.

**Meg Whitman, eBay / HP**
Meg Whitman has proven herself an adept leader of two companies that she has built, first eBay and now Hewlett-Packard as CEO.

**Howard Schultz, Starbucks**
Howard Schultz has grown Starbucks from a small Seattle coffee house to a global brand. He shares how he leads in his book “Pour your heart into it.”
The Supporter profile in a nutshell

THE SUPPORTER

<table>
<thead>
<tr>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blaze</td>
<td>Extrovert</td>
<td>Intuitive</td>
</tr>
</tbody>
</table>

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

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

**Successes:** Best when in a team, bringing out the best in everyone. Will shine if given clear direction and outcomes to achieve. Takes the time with each team member and builds loyalty. Best when provided creative input and back-up.

**Struggles:** Failure comes from being 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, variety and celebration.

**The best roles in teams:** Relating to people, organising the team, motivating, communicating, people-focused leadership, learning through conversation and teams, communicating through one-to-one discussion.

**The worst roles in teams:** Financial management, system planning, measurement, creating new ideas, starting or finishing things, detail-focused leadership, learning through text books, communicating through data.

Watch the Talent Dynamics video on SUPPORTERS

The Profiling System **for Leaders and their Teams** to Grow Trust and Flow
The Deal Maker
“The best peacemaker”

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 relationships within the team and, when things get too hot in the team, Deal Makers will cool it down.

Deal Makers are natural communicators, influencers and negotiators. They have a great sense of timing. As a result, they can easily become intoxicated by their own success, looking for each deal to be bigger than the one before. This trend, however, is often the undoing of a good Deal Maker, who will go one deal too far and get burnt badly before they learn their limits.

To get the most out of Deal Makers in your team, put them in positions for where they build trust most: In their communication and service. Support them in other areas, including their level of long-term strategy and detail. Allow them the space to grow flow through their sense of respect and presence, with the freedom to be in the moment and react accordingly.

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. They need to hear all sides so communication is always in stereo. To get into flow, let Deal Makers shine when they have a project or task to gain support or enrolment for, when they can speak on behalf of the team.

Examples of Deal Makers

Susan Wojcicki, YouTube
Susan Wojcicki has led some of Google’s biggest deals, including DoubleClick and YouTube, where she is now bringing her people skills as head of YouTube.

Lynda Resnick, Roll Global
Lynda Resnick has built a global company buying and growing branded companies including Fiji Water, Interflora and Franklin Mint.

Masayoshi Son, Softbank
Masayoshi Son has become one of the wealthiest men in Japan, focusing at online and mobile deals through his company, Softbank.

Simon Cowell
A hugely successful record producer, spotting talent. He then set up reality TV competition brands Pop Idol, The X Factor, Britain’s Got Talent, and American Idol.
The Deal Maker profile in a nutshell

**THE DEAL MAKER**

<table>
<thead>
<tr>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blaze / Tempo</td>
<td>Extrovert</td>
<td>Sensory</td>
</tr>
</tbody>
</table>

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

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

**Successes:** 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.

**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 roles in teams:** Sourcing materials or resources, speaking one-to-one, looking after everyone, service-focused leadership, learning through role-play and hands-on experience, communicating one-to-one.

**The worst roles in teams:** System planning, measurement, creating new ideas or plans, large public presentations, task-focused leadership, learning through visuals, communicating through visuals or presentations.

Watch the Talent Dynamics video on DEAL MAKERS

The Profiling System for Leaders and their Teams to Grow Trust and Flow

CLICK HERE to Learn Your Talents
TheTrader

“The best negotiator”

Traders are often your best negotiators, as they are looking for balance and fairness. They will always get you the best price, in both what you buy and what you sell. Traders will have their ear to the ground in your market and your team, and they will always look for harmony and equality in the team.

As Traders are sensory, they are also the best at customer service and market research, finding balance by seeing both sides. They are also great at managing ongoing projects by bringing people and systems together to deliver results. They are sensory, reacting to events as they take place. They are also likely to make the next step based on how everyone around them is feeling and thinking and what is most needed, rather than simply following the steps in a plan.

To get the most out of Traders in your team, put them in positions for where they build trust most: In their sensory skills and service. Support them in other areas, including their level of detail, innovation and communication. Allow them the space to grow flow through their sense of presence, with the freedom to be listen, get a feel for the situation and act appropriately.

Traders lead far better through daily activity than long-term milestones, and where they have ongoing input to inform their decision-making. They need time to communicate and are happier when what they say is backed up with research and examples. To get into flow, let Traders be hands-on, in the center of the action, with everyone doing what is needed, as it’s needed.

Examples of Traders

Joanne Liu, Doctors without Borders
Joanne Liu is President of Medecins Sans Frontieres (Doctors without Borders) and as with many service-based Traders has spent her life in health care.

Azim Premji, Wipro
Azim Premji converted his family business, Wipro, from trading soap and one of the largest IT service companies in the world.

Nelson Mandela, Politician
Nelson Mandela used his determination and patience to transform South Africa and end Apartheid, beginning as an activist and ending as President.

Mother Theresa, Missionary
Mother Theresa remains today as a role model of a life dedicated to service. Her hands-on, service-based energy and presence is typical of Traders.
The Trader profile in a nutshell

---

<table>
<thead>
<tr>
<th>THE TRADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant Frequency</td>
</tr>
<tr>
<td>Tempo</td>
</tr>
</tbody>
</table>

**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.

**Challenges:** Needs direction to get results, happier with existing routines than new things, needs to see it to believe it, often loses direction or clarity.

**Successes:** Works 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.

**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.

**The best roles in teams:** Keeping the team together, keeping things fair, activity monitor, time keeper, activity-focused leadership, learning through experience, customer service and support, key account management.

**The worst roles in teams:** Public speaking, creating new ideas or strategic plans, creating change, task-focused leadership, learning through visuals, and new business development.

Watch the Talent Dynamics video on TRADERS
Accumulators are your best ambassadors. They are reliable, get things done on time, and don’t make rash decisions. Accumulators make the best project managers, when a task or a project needs to be delivered reliably on time and budget. They are the reliable organisers in the team.

Accumulators always prepare and the most successful ones can be found doing their research. The natural Accumulator becomes successful by patiently sticking with what works, and following the steps better than others. They often fail as a result of keeping too much to themselves, rather than building the team who will network and speak on their behalf.

To get the most out of Accumulators in your team, put them in positions for where they build trust most: In their service and focus on measurement. Support them in other areas, including their level of innovation and communication. Allow them the space to grow flow through their sense of presence and discipline, with the freedom to measure the present and act accordingly.

Their analytical skills and sense of timing make Accumulators excellent project managers who will find the way to deliver what is needed on time. They communicate best when writing down and presenting clear concepts, data and numbers. To get into flow, don’t put Accumulators on the spot, or rush them but give them the space to first study the details and get everything in order. Then judge them by their results rather than their presentation style or impact.

Examples of Accumulators

**Warren Buffett, Berkshire Hathaway**
One of the most widely quoted Accumulators, Warren Buffett is known for his careful and detail-focused leadership and investment philosophy.

**Gina Rinehart, Hancock Prospecting**
The wealthiest person in Australia, Gina Rinehart no-nonsense leadership has expanded her mining company into cattle stations and media stations.

**Helen Clark, UNDP**
After serving three consecutive terms as New Zealand Prime Minister, Helen Clark is currently the Administrator of the United Nations Development Program.

**Li Ka Shing, Cheung Kong Holdings**
Li Ka Shing’s companies make up 15% of the Hong Kong stock exchange, and has grown his teams through his data-driven, analytical leadership style.
The Accumulator profile in a nutshell

<table>
<thead>
<tr>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tempo / Steel</td>
<td>Introvert</td>
<td>Sensory</td>
</tr>
</tbody>
</table>

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

**Challenges:** Often finds it difficult to decide, easily distracted by detailed, worried about getting things wrong, collects clutter, walks away from chaos.

**Successes:** When left to work at their own pace, Accumulators are the tortoises 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.

**Struggles:** Accumulators will often wait for enough information or direction before moving. 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.

**The best roles in teams:** Keep the project on time, keeping the team detailed research, organisation, activity-focused leadership, learning through measurement and observation, communicating through data and reports.

**The worst roles in teams:** Creating change in chaos, creative design, creative unstructured writing, networking, people-focused leadership, learning through debate and discussion, communicating through visuals or conversation.

Watch the Talent Dynamics video on ACCUMULATORS
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, as they are strongest when focused behind the scenes. When you need to keep count or keep score, give the job to a Lord and they will always be the most reliable to keep track.

Lords love the detail and are renowned for their thrift. They don’t have time for politics or niceties, and would rather deal with simple legwork than fancy footwork. Lords love certainty and hate risk. They also prefer to keep to themselves, careful to study all the details, with their analytical skills, risk aversion and need for control as their greatest strengths.

To get the most out of Lords in your team, put them in positions for where they build trust most: In their measurement of the details. Support them in other areas, including their level of innovation, communication and service. Allow them the space to grow flow through their natural control and discipline, with the freedom to analyze the details and fine-tune with their findings.

Lords are great at finding inefficiencies because they analyse the detail and stay in fanatical control. In communication, Lords want to see all the detail and instructions in writing and will be the first to put things in writing themselves. To get into flow, give Lords certainty and a set routine, where they know what comes next and they have a chance to check the results to see if they came out as predicted. Given them clear feedback and scores that they can improve on.

**Examples of Lords**

**Indra Nooyi, PepsiCo**
Indra Nooyi became CFO and President of PepsiCo in 2001. Today, she is Chairperson and CEO, using her detail focus to keep PepsiCo growing.

**Angela Merkel, Politician**
Angela Merkel is a former chemist and scientist who became Chancellor of Germany in 2005. She has been named Forbes most powerful woman 7 times.

**Larry Page, Alphabet / Google**
Co-founder of Google with Sergey Brin, Larry is known for his attention to detail. He has taken on the role of CEO of Google’s new holding company, Alphabet.

**John D Rockefeller, Standard Oil**
John D Rockefeller was America’s first billionaire through the growth of Standard Oil, and had a famous analytical, controlling leadership style.
The Lord profile in a nutshell

<table>
<thead>
<tr>
<th>THE LORD</th>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steel</td>
<td>Introvert</td>
<td>Sensory / Intuitive</td>
<td></td>
</tr>
</tbody>
</table>

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

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

**Successes:** 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.

**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 they are the ones to get down to the facts. Left to start things on their own, they often are at a loss.

**The best roles in teams:** Controller, treasurer, data management, score keeper, data-focused leadership, learning through measurement and calculation, communicating through data and reports.

**The worst roles in teams:** Creative design, creative writing, networking, negotiating, people-focused leadership, learning through debate and discussion, communicating through visuals or conversation, relationship selling.

Watch the Talent Dynamics video on LORDS
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 do give them an existing process or product to improve on. They work fine on their own and often find social situations uncomfortable.

What they build tends to be built to last. Endless perfectionists, the Mechanics will keep finding ways to improve their system or process, making things simple and smart, they get hands-on with their systems and prefer to study how to improve things with their hands dirty. As they pass over people management to others and focus on efficient operations, they find their flow.

To get the most out of Mechanics in your team, put them in positions for where they build trust most: In their detail focus and creativity. Support them in other areas, including their level of long-communication and service. Allow them the space to grow flow through their sense of measurement and initiative, with the freedom to continually fine-tune the systems and processes. 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. 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. To get into flow, give Mechanics a series of smaller projects than one big project that never gets done, and acknowledge the small wins as they occur.

Examples of Mechanics

Mark Zuckerberg, Facebook
Mark Zuckerberg has kept focused at his strength at system building to grow his company, Facebook, to over 1 billion daily users.

Marissa Mayer, Yahoo!
Studying Symbolic Systems at Stanford, Marissa Mayer joined as Google’s first female engineer. Today, she is President and CEO of Yahoo!

Jeff Bezos, Amazon
Jeff Bezos is the founder and CEO of amazon.com and has kept focused and building the system within Amazon to make it the most efficient in the world.

Christine Lagarde, IMF
Christine Lagarde is the first female finance minister of a G8 economy (France) and is currently the Managing Director of the International Monetary Fund.

CLICK HERE to Learn Your Talents
The Mechanic profile in a nutshell

**THE MECHANIC**

<table>
<thead>
<tr>
<th>Dominant Frequency</th>
<th>Action Dynamic</th>
<th>Thinking Dynamic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynamo / Steel</td>
<td>Introvert</td>
<td>Intuitive</td>
</tr>
</tbody>
</table>

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

**Challenges:** Often takes a long time to complete tasks. Gets caught up in details, forgets about the team around them, often inflexible and unwilling to change. Can procrastinate searching for perfection.

**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 perfecting things.

**Struggles:** Mechanics are not so good at starting things from scratch, as they are perfectionists who are worried of getting it wrong from the beginning. They aren’t comfortable in chaotic or political situations.

**The best roles in teams:** Creative problem-solving, making smart improvements, organising roles in teams, task-focused leadership, learning with visuals and detail, communicating in flow charts and mind maps.

**The worst roles in teams:** People management, socialising and small talk, being down-to-earth, activity monitor, learning through discussion and conversation, time-keeping, interviews and people research.

Watch the Talent Dynamics video on MECHANICS
Best team roles for each profile

**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.

**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.

**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.

**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.

**Trader**
Traders are your best negotiators. They will always get you the best price, in both what you buy and what you sell. They want to be given the parameters in which to work. Traders will have their ear to the ground in your market and your team.

**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.

**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, as they are strongest when focused behind the scenes.

**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 do give them an existing process or product to improve on.

When we place a team member out of their flow, we really only have ourselves to blame. When others are not in their flow, it is only a matter of time before you are pulled out of your flow as well to manage them or move them into another role.
Leadership Styles

There are many books out there explaining how to be a “good leader”. The truth is, each frequency and profile 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 confusing your team.

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 him 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. Do 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 mold leaders into a particular style. It is about understanding what cycle your businesses are in, what leadership is needed, and then 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 is what grows team spirit.
The Background of Talent Dynamics

The No.1 test to grow trust and flow
Roger James Hamilton developed Talent Dynamics in partnership with Michelle Clarke in 2010 to grow Trust and Flow in companies and teams. This was following the success of Wealth Dynamics, originally developed as a pathway for entrepreneurs and small business owners.

Integrating the five energies, seasons and elements this system has now been used by over 500,000 people in the last 10 years to grow their trust and flow. Talent Dynamics has become increasingly relevant in a fast-changing world, where team dynamics and team performance count for more than individual resumes.

Talent Dynamics is the corporate division of Entrepreneurs Institute, with over 4,000 partners and 500 trained consultants in 20 countries supporting companies, government organizations and the nonprofit sector to grow trust and flow.

What makes Talent Dynamics unique
Most employees have been through the experience of taking personality tests of one kind or another. Talent Dynamics is unique compared to other personality tests in the following five ways:

- **Tailored to trust**
  Talent Dynamics doesn’t put you in a box but highlights a formula and path specifically for you to grow trust, with role models to follow.

- **Synchronized to time**
  In fast changing times, Talent Dynamics is the only personality test which shows you how your strengths link to the cycle of time.

- **Intuitive and easy to follow**
  While many personality tests are not easy to explain to others, once you know the eight profiles and how they link to the way we create value and leverage it, it’s easy to explain and apply to others.

- **Linked to your flow**
  You can use Talent Dynamics immediately to directly grow your flow and use the GeniusU mission to measure your flow.

- **Linked to team spirit**
  Through its link to the I Ching and the five Chinese elements, Talent Dynamics links to the fifth element - spirit, your team purpose and company mission, and your "why?".
The history of personality profiling
Talent Dynamics is based on a long history of tradition and scientific research. It comes from a 5,000 year-old Chinese system of thinking called the I-Ching, which was developed and recorded by a series of Chinese emperors and teachers. The I-Ching made its way to the West when Richard Wilhelm translated it and brought it to Carl Jung in 1919, who had it published.

Jung was so taken with the I-Ching that it is reflected within his work on archetypes and soon after publishing the I Ching, he published his own book, ‘Psychological Types’. This became a basis and influence for many of the psychology tests that followed, and that are still used in companies and job applications today.

After his early work on archetypes, Jung turned his attention to the ‘fifth element’ in the I Ching for the rest of his life, which led to his theories on ‘Synchronicity’ and the ‘Collective Unconscious’.

This was the basis for the Talent Dynamics’ Profile that Roger Hamilton and Michelle Clarke created to help Leaders tap into their own talents and the talents of their people so that they can harness their potential and find their flow.

As a thank you for downloading this guide and for reading this far, we have a very special offer to help you take the next step on your development journey. It includes a profile and personal debrief with one of our trained Team Dynamics’ Coaches so you can fully understand your report – all for just £47 + VAT. Click the button below now to get started, you are also covered by our 100% Money Back Guarantee if you don’t get value from it.
About Team Dynamics Global

Team Dynamics was born with a mission to help companies around the world to Tap into the Talents of their People to boost Performance, Productivity and Profitability - the lifeblood of any company.

In fact, the direct and indirect cost to businesses of having the wrong people in the company or team who are not aligned with their talents and “flow” can be staggering.

Flow is often defined as being in “the zone” or that area between anxiety and boredom. It’s when everything you do seems easy and effortless and you get a lot achieved quickly. We bet you’ve experienced days like this, and days when everything felt like you were pushing water uphill with a fork!

So how does Team Dynamics help businesses address these key challenges?

We start by identifying a proven tool to help us work with Teams to accelerate Trust and Transparency, factors critical to success and high performance. When we looked into Talent Dynamics everything just clicked.

We became a customer first, using the profiling tool on ourselves as we were sceptical, but the results were immediate, positive and profound. Our profile reports and debriefs really helped us understand each other’s talents and how best to use them within the company to deliver the most value to our customers.

Shortly after seeing significant results with Paul’s Coaching clients and his own team we decided to become a Global Partner for Entrepreneurs Institute the creators of Talent Dynamics.

Within just 24 months Team Dynamics Global are the No1 Global Partner in the World with clients across the UK and Internationally.

What’s great is that the Model we have created for unlocking Leadership and Team performance works across any industry as it’s all about the people. We always say to clients that the Profile is the first 10% of the value, it’s when you apply it across all areas of the business that you see trust grow, communication improve, staff turnover reduce, ownership and accountability increase and productivity and performance skyrocket.

The best companies understand that their people are their key assets so they recruit, reward and retain the best Talent they can find. Team Dynamics is here to turn those talented people into high performing Leaders and Teams that can grow a business.
What clients say

“When I met Paul Avins, he introduced me to Talent Dynamics. It turned out to be a “crystal ball” that allowed me to look inside my own head and find out what I was hard-wired to do best! The next step was to take Talent Dynamics into my businesses and it transformed them more than I could ever have hoped for.”

- Greg Christie, Lifestyle Salons (MD)

“Talent Dynamics is a vital part of our interviewing process. We already gauge skills and experience, but now we have further insight into our applicants natural Flow that fits the current team. Without Talent Dynamics you don’t have the right energy heading in the same direction which is critical for a business looking to grow and why we use it with all our clients when recruiting.”

- Angela Warner MIRP, MD Gotcha Recruitment

“Team Dynamics allowed us to understand the team we had and where they were best positioned within the company, what made them tick and why they were the way they were. This understanding allowed us to re-structure the entire team to create a harmonised work force and to increase productivity at least 200% in a very short space of time. The difference was amazing!”

- Adam Gildersleeve, (MD) Latent Light Ltd

BUY A PROFILE
Additional Resources

DOWNLOAD YOUR FREE SCORECARD
DOWNLOAD YOUR QUICK GUIDE
DOWNLOAD YOUR FREE CHECKLIST
DOWNLOAD FREE AUDIO TRAINING

“Download our Free Digital Resources and Start Your Journey to Leading and Building High Performing Teams”

Paul Avins, CEO Team Dynamics Global LLP
“Talent Dynamics is vital and part of our interviewing process. We gauge skills and experience, but now we have further insight into applicants’ natural flow that fits the current team. Without Talent Dynamic you don’t have the right energy heading in the same direction.”

Angela Warner MIRP
Creator & MD Gotcha Recruitment

“Your achieve the best results and enjoy life the most when you are ‘in flow’. Talent Dynamics is an excellent framework for teams and individuals to help them understand how they and their teams find flow, to multiply the value they create!”

Anthony D’Souza
Lord & Operations Director Navtech

“I started out using my Talent Dynamics Profile to understand how to Lead my team and grow the business 10X to 28 people. We now use this tool across the company, to build trust with customers and to recruit great people and our team dynamics have never been better.”

Sheena Marsh
Supporter & MD Oxford Garden Design

“Knowing my Talent Dynamics Profile has helped me to get clarity on my role and stop doing things that I was not best suited to. Now I get to tick lots off my list every day and feel great.”

Lesley Dearing
Trader & Operations Manager PA Enterprises

Got a question, call our friendly team on +44 1869278900

Email: team@teambynamics.com
Web: TeamDynamics.com