

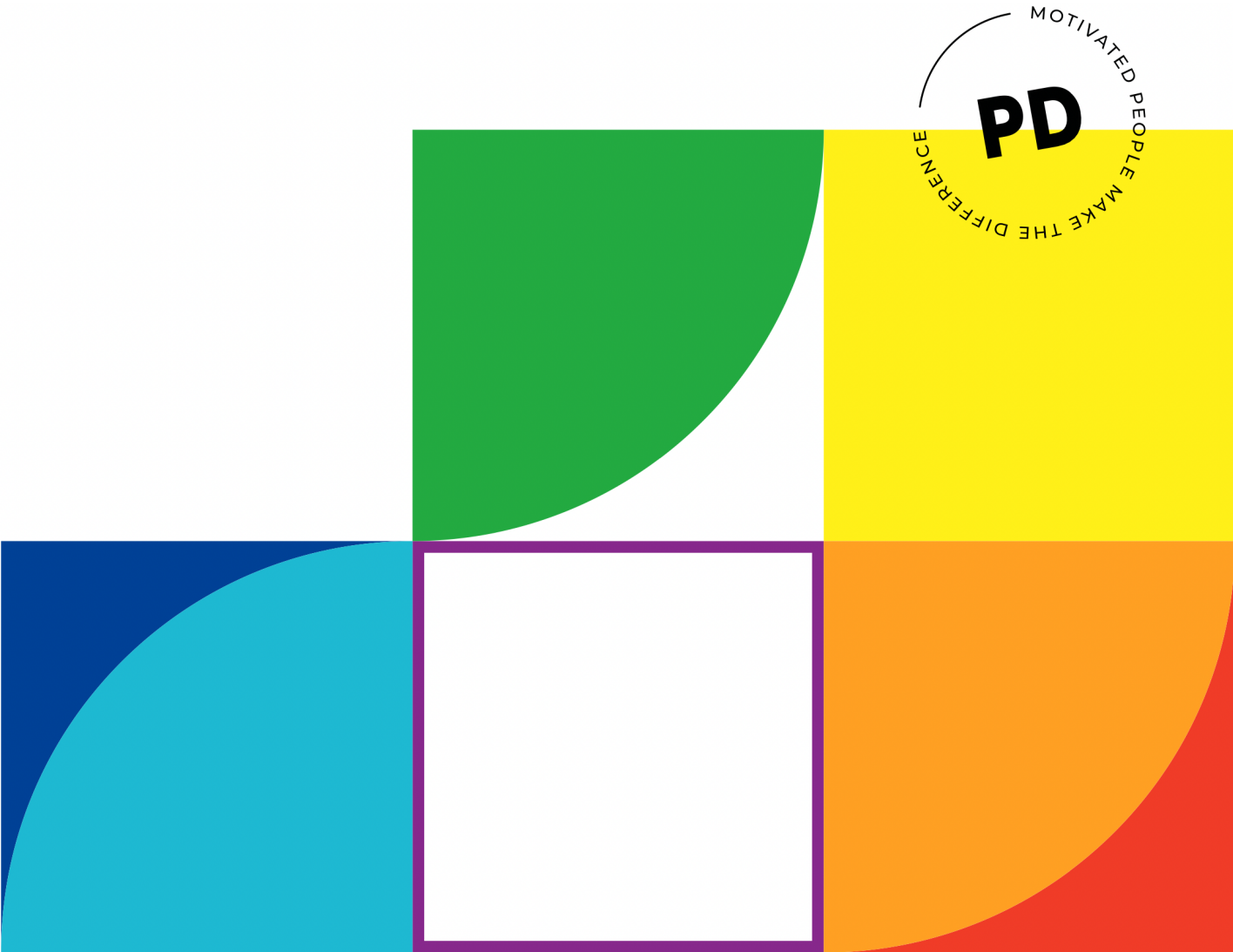
In cooperation with:



Personal Profiler

Knowing yourself

Anoniem Anoniem
Example
04-01-2024



Welcome to Profile Dynamics®

This report contains your personal Profile Dynamics® profile, which has been drawn up on the basis of the answers you indicated on the Profile Dynamics® Analysis questionnaire. The report shows what you scored in each of seven different systems of thought and behavior, each of which are represented by a different color. The significance of your scores for your profile is explained in more detail in a personalized description. This description covers your driving factors and motivations, your resistance to external influences, and the working environment that suits you best.

The Profile Dynamics® Analysis

The Profile Dynamics® analysis is based on the human development model created by the American professor of psychology Clare W. Graves (1914-1986), who like his contemporary Abraham A. Maslow, worked in the field of psychology known as humanistic psychology. The value systems Graves described in his model are extensive and address the entire human experience: personality, driving factors, and motivation; and how these are expressed in opinions, beliefs, and behaviors. All of these aspects are inextricably interconnected. This means that the descriptions of your profile also cover driving factors and motivations, opinions, beliefs, and behaviors.

The Profile Dynamics® analysis shows the degree to which you identify with the value systems in Graves's development model (Expression) as well as the degree to which you are irritated by overly extreme expressions of value systems (Resistance). This analysis focuses on your work situation, but it may be that you recognize parts of it as applying to other situations in your life as well.

Your Personal Report

The EXPRESSION diagram shows the values that you follow in your work situation, and possibly in your personal life as well. The higher the score, the stronger your affinity for those patterns of thought and behavior. The RESISTANCE diagram shows the types of behaviors that you find difficult to deal with. The energy balance shows what environment suits your profile best. At the end of the report, you will find a general description of the seven value systems and a page where you can make notes.

Recognizability

In general, readers can easily recognize themselves in the description. But a model is not a person, and we do not presume that we can tell you who you are. However, the analysis can provide you with insight into the value systems and driving factors that you have an affinity with. In addition, it will help you to understand the type of working culture in which you can thrive or not, as well as what type of person you can work well with and what type of person you may find it more difficult to get along with.

You may well recognize yourself more easily in some descriptions than in others. For instance, two value systems might have aspects that clash with one another or that

support and strengthen one another. For this reason, it is a good idea to read the explanations in relation to one another. If you have a high score on different driving factors with opposing characteristics, it may be that you recognize internal tensions that you feel in this regard. If you have difficulty seeing how a description applies to you, let a coworker or family member read the description. It may be that you have a kind of blind spot where this issue is concerned and that someone else sees this aspect of your personality more clearly than you do. If you find yourself thinking, "Of course, it's normal to feel that way", or "Well, nobody likes that", while you are reading your report, it can be interesting to read a coworker's report as well. You will see that other people have entirely different ideas of what is important or annoying.

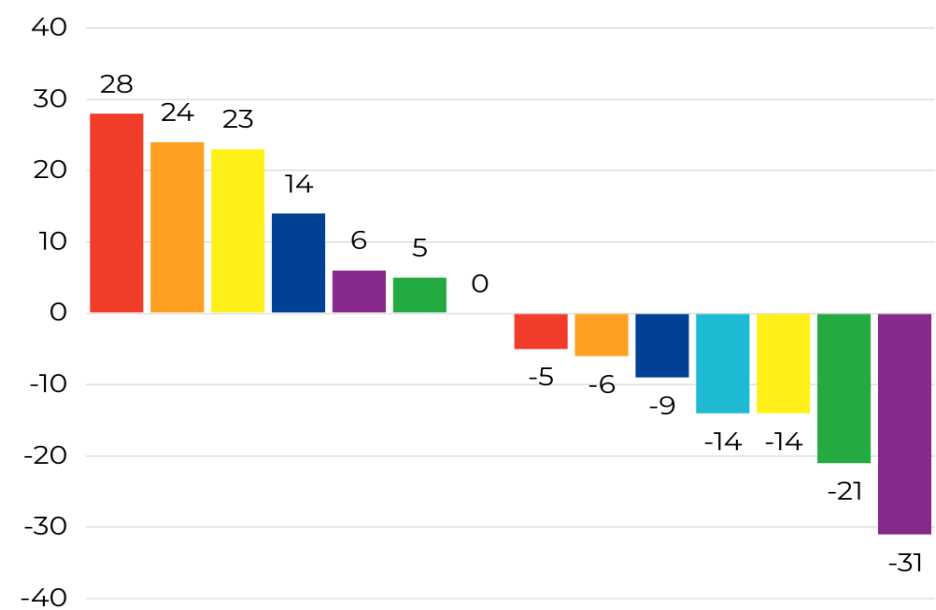
No Right or Wrong Answers

Finally, we would like to stress that there are no right or wrong answers. Each value system has its own strengths as well as its own weak spots, and the right environment is necessary for each value system to reach its full potential. Your profile may well offer you greater insight into your relationship with other people and give you a better idea of the position or career that suits your personality best. Every person is unique; and it is your own unique combination of the colors that determines your personality.

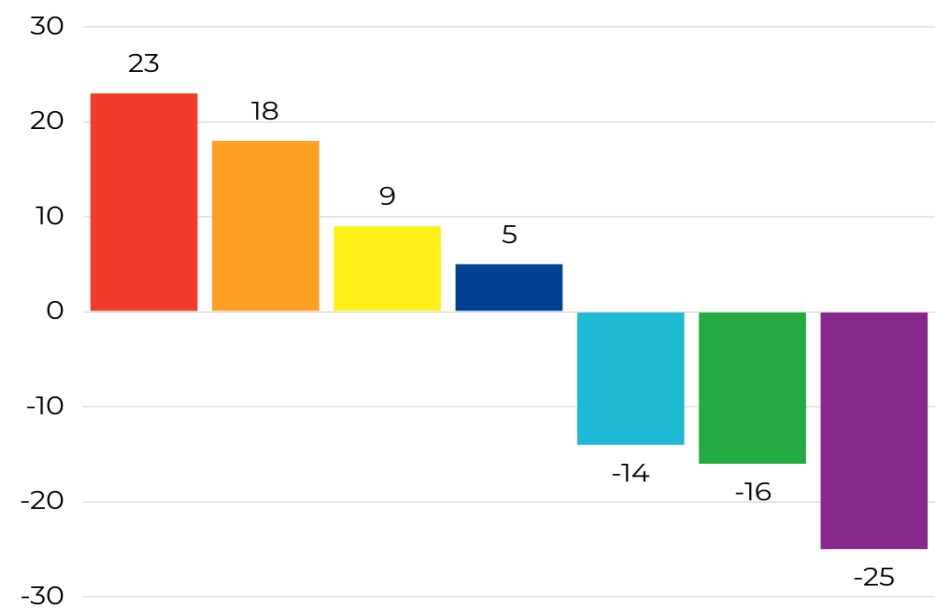
Want to know more? Visit **www.profiledynamics.com**.

Personal profile of	Anoniem Anoniem
Organization	Example
Department	Report
Function	Anoniem
Date	04-01-2024

Expression | Resistance



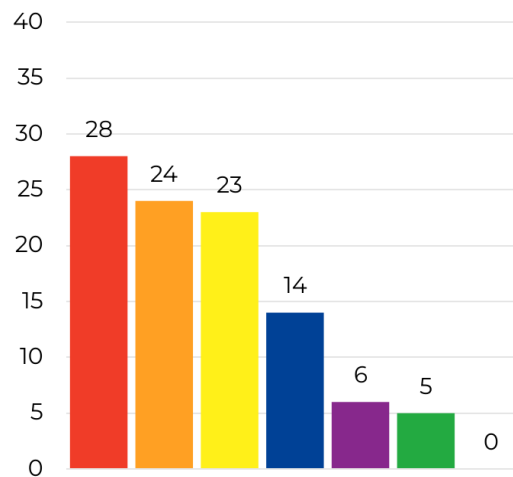
Energy Balance



The Expression Diagram

Your Values and Drives

The expression graph shows which systems and drives are important to you and to which you attach less importance; these preferences are reflected in your thinking and actions (and are therefore recognizable to those around you). High values indicate that the characteristics of that system are strongly developed in you; low values are less important. In the middle range (10-20) we speak of a moderate dose. These drives are not very emphatic but are noticeably present. We call such values functional. Below we explain what this means for you.



Short description: a results-orientated leader

You have a distinct profile. That means that you clearly prefer some value systems to others. Your profile can be simply described as that of a results-orientated leader. It is noticeable that you have a preference for the value systems Red, Orange and Yellow. In addition, albeit to a less extreme degree, your profile contains elements from the value system Blue. That means that you can apply this value in a functional way when it is appropriate.

You have a preference for the individual value systems Red, Orange and Yellow. You prefer to work on your own. This doesn't mean you are incapable of working with others, but being part of a team isn't necessary in order for you to do your work well. In decisionmaking, your own ideas regarding the best solution, your own wishes, and the results will matter more to you than things like the interests of the group, traditions, or the system.

“

*Decisive action provides clarity
and promotes decision-making.*

Speed and determination

The color red is clearly present in your profile. This aspect of your personality is dynamic, with a preference for decisive and quick action. You are driven to make quick decisions and resolve issues in a purposeful manner. You are always prepared to defend your point of view and you are not afraid to show a strong presence and meet confrontation head-on. Your red side is courageous and deals well with stress. Your red value system has the tendency to think in terms of supporters and detractors and winning and losing. And of course you prefer the first choice in those pairs. As a result, your style is more offensive than defensive and sometimes impulsive, as your red driving factors enjoy speed and are focused on action. You prefer to deal with problems proactively and take the bull by the horns, the sooner the better! You'd rather face conflicts head-on than not be noticed or lose face because of cowardice. It is important to you that others treat you and speak of you with respect; and you command this respect. In the red world view, it's everyone for themselves. People who let others walk all over them needn't expect your high opinion. As a result of your red point of view, you may doubt other people's loyalty - you're not sure whether they're really on your side or not. Once someone has earned your trust, they can count on you to be a loyal and faithful friend. Your red leadership style is clear, unequivocal, straightforward, and direct. You prefer to take control and put others to work. This aspect of your profile means that people see you as having a strong personality and aren't likely to ignore you.

“

*A focused and efficient approach
leads to results.*

Results matter

The large amount of orange in your profile indicates that you have an enterprising mind and plenty of ambition, and you go for results. Your orange driving factors mean that you are convinced you can make a difference. You love working towards challenging goals that bring out the best in you and that you can wholeheartedly throw yourself into. You enjoy winning, and as you see it, there's more than one way to skin a cat. You can recognize others' good qualities as well, and you see how those qualities can be utilized. With your orange driving factors, you see opportunities where others see threats, and you aren't afraid to take risks to seize these opportunities. You believe that nothing's impossible; and you're not one to accept limits lightly when they stand in your way. Your orange driving factors are competitive and focused on winning. You are on the lookout for ways to deal with issues strategically and efficiently and to convince and persuade others. As a result, you get more accomplished than the average person. Orange personality types want to achieve appreciation, acceptance, and respect from the outside world by being successful. You enjoy it when others take you seriously and appreciate you. You often see opportunities where others see threats, and you take advantage of these opportunities to achieve your goals. And once you've achieved your goal, you set an even more challenging goal for yourself and deliver an even better performance. You have an eye for the good things in life and you enjoy a bit of luxury. There's no reason why others shouldn't know how well you're doing. You make sure that in terms of style and behavior, you keep up with the people who matter. Your orange aspect is expressive and enjoyable to be around, but primarily for those people who are important in terms of achieving results or whose recognition and appreciation matter to you. Your orange focus on goals and results primarily relates to the short and medium term.

“

*Research and understanding
lead to freedom.*

Autonomy and the power of thought

The strong presence of yellow in your profile means that personal development, autonomy, and personal freedom are important to you. You have an investigative mind and you enjoy thinking long and hard about things, particularly strategy and concepts. This can result in surprising or unconventional solutions to complex issues. You enjoy looking at issues from different perspectives in order to understand them better, gain more insight into them, and discover the overarching relationships between issues. You hate working in a boring or restrictive environment, and you are annoyed by inconsistencies in systems or people's thought processes. You understand the relationships between issues and you are aware that your own ideas and actions not only have an effect on your immediate environment and the short term, but can also have wide-ranging consequences over a longer period of time. In general, you aren't quick to take risks, and you don't act until you have gained a good understanding of a problem or issue and have thought about the best strategy for solving it. Your yellow point of view means that you think about the future and you pay attention to long-term developments. You prefer to do things your own way, with an open mind and acceptance of other people and other ideas. But you make your decisions on the basis of your own observations and insights, and you can be headstrong about this. Self-development is very important to you. You take your environment into account in this regard, but you prefer to find your own way to do things. As a result, you can be somewhat reserved in your interactions with others, and that means that supervisors can sometimes find it difficult to know who you are as a person. You have a flexible attitude towards change. In leadership positions, you analyze everyone's talents and you work hard to make sure they are being utilized in the right way without being dominating over your subordinates. This allows you to bring out the best in everyone and achieve better solutions.

“

*At least rules offer some
guidance.*

Structure

Because of your moderate affinity with the blue value system, you can set yourself to a task in an organized and disciplined way and you can complete it with the necessary precision and persistence. However, that doesn't make you likely to take on a bureaucratic mindset. Rules, structure, and regularity are necessary at times in order to deal with issues in an organized way, but they should never be a goal in and of themselves. If people reach agreements with you, you will follow the rules as long as you see the importance of them, but you are also critical of obsessive rule-following. When it's called for, you are also capable of deciding to take a different approach and doing things your own way.

“

*Rituals and symbolism seem
rather sectarian.*

No ties that bind

Your low score for the purple value system means that you feel little connection to a "clan feeling" or "family feeling" or the related idea of "the old ways are the best ways". There's little sense in staying stuck in the past, and you are probably more oriented towards the future. The idea of "if it ain't broke, don't fix it" drives you crazy. Everything is constantly changing, and it's important to respond to changes. In addition, you don't have much use for the guru-like status of purple-style leaders and most likely the blind devotion of the group's members to these leaders makes you uncomfortable.

“

Not everyone is equal; there are differences.

No pointless discussions

You do not feel a strong need for the harmony of the people-oriented green value system and you have little interest in taking others' feelings and oversensitivity into account. It's not a priority for you to find consensus, which you see as slowing things down, complicating issues, and always weakening the results. The individual interests of others should give way when other issues are more important. You see an overly strong insistence on conformity with the group as limiting and restrictive.

“

A pragmatic approach is the best.

Both feet on the ground

You have little to no affinity for the holism and relativism of the turquoise value system. You're not one to hold unrealistic or vague ideas about "making the world better" or "higher levels of consciousness." The holistic way of thinking of the turquoise value system strikes you as being untethered to reality. You have both feet on the ground and you take a more practical approach to issues.

Your Profile's Strengths

“

Many situations demand pace and decisiveness.

Determination, courage, and speed

The presence of red in your profile demands respect. Others appreciate your resolute action, strength, quick decisionmaking, and directness. You're not likely to lose your cool in crisis situations and you take dynamic action. Friends and advisors appreciate your loyalty and faithfulness. Others respect you, and you enjoy that.

“

In the end, it's the result that counts.

Successful, efficient, and effective

Your orange entrepreneurial spirit, focus on goals, and efficiency enable you to achieve your wishes and dreams; and your environment sees your efforts and accomplishments. People can't help but admire your success. You appreciate quality; and you are good at spotting opportunities and taking advantage of them.

“

Looking at a problem from different angles leads to new insights.

Intellectual approach, insight, and creativity

Your yellow-style intellectual approach and ability to come up with unexpected and creative solutions stand out. You often come to the right conclusion and you think about issues in detail before taking action. You have a wide-ranging vision, insight, and overview of issues. Your tolerant attitude towards others gives them the space to discover and develop their own talents, and they appreciate this.

Possible Weak Points in Connection with Your Profile

“

Confrontation can come across as intimidating.

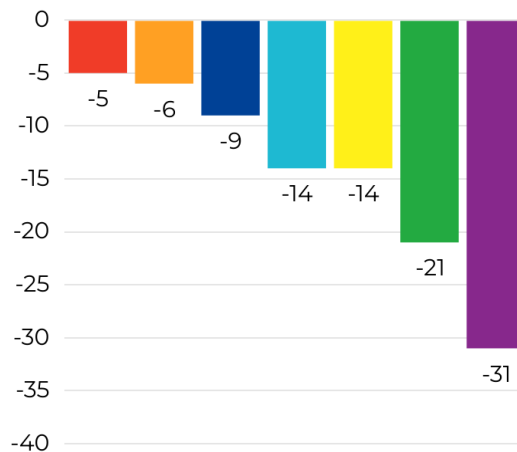
Confrontational

The red component in your profile can be overwhelming to those around you and lead to conflicts, which can damage your relationship with others. Some people see your red-style speed and determination as impulsive or rash, and are concerned that as a result your actions won't always have a positive outcome. Your powerful personality may be intimidating to others, and you may not always be the easiest person for subordinates to deal with.

Recommendations

You can get along better with sensitive, less assertive people by giving them more space to complete tasks and make decisions. If you apply too much pressure, you will create resistance that is only counterproductive to your goals. Be careful with expressing dissatisfaction. It can be a challenge for you to refrain from responding right away and wait until a later moment to give a more considered reaction. By doing this, you can avoid unnecessarily damaging the relationship and you will achieve more.

The Resistance Diagram



Resistance to Elements of Your Environment

When it comes to values that you have a hard time relating to, your resistance to the colors Purple and Green is the most noticeable. You can't stand conservative culture and frightened people. You often have to hide your frustration with people and working cultures that have a high score in the value systems Yellow, Turquoise and Blue. Your profile indicates that you feel little or no resistance to the value systems Orange and Red. You work well with these types of people or in these types of working cultures. You can find an explanation of your scores in the Resistance diagram below.

“

*Conservationism and fear are
oppressive and inhibit progress.*

Fear and conservatism

Your high score against the purple value system indicates a definite resistance to conservatism, fearful avoidance of risks, and fear of change. You have little patience with people who want to avoid change purely because that's the way things have always been done and it always worked in the past. This blind obedience and the uncritical and sect-like cliques that form around a charismatic leader raise your hackles, and you can get extremely irritated by the desire to hang on to the past with its traditions and symbols. You focus more on the future. A conservative purple culture with lots of unwritten rules and where status is achieved through seniority, family connections, and favoritism strikes you as rigid, stuck in its ways, limiting, and even oppressive.

“

*Sticky and hypersensitive
colleagues cost a lot of energy.*

Dull culture of talking and consensus

Your significant score for resistance to the green value system indicates that you have quite a bit of difficulty dealing with a culture of excessive talking and consensus. You have a resistance to coworkers who enjoy sociability more than getting work done, cliques, gossip, and endless discussions during meetings that take far too long without any decisions being made. You don't do well in an environment that is overly green and with too much group pressure. You will easily feel limited in a culture in which deviations from the norm, even positive deviations, are viewed with suspicion and distaste.

“

Sometimes things are made more complicated than they are and that is irritating.

“

Always trivializing everyday problems feels uncomfortable.

“

Excessive regulation is inhibiting and leads to nothing.

“

Proud of the result is fine, even if it is polished a bit.

“

Directness and decisiveness at least make something happen.

Impractical theories

To you, an excessive expression of the yellow value system can come across as chaotic and impractical. You feel the same way about the excessive philosophizing of coworkers who are constantly coming up with new and complicated ideas, particularly when these ideas don't have enough focus or aren't practical.

Too relative

When it comes to issues that are important to you, you have little patience with an insistence on putting them into perspective, particularly when it results in disinterest or a lack of action. You feel somewhat uncomfortable around a strong expression of the turquoise value system, which can seem vague, new-agey, and impractical. People who focus too much on "achieving a better world" can lose a sense of how things really are and as a result, they seem to be out of touch with reality.

Not too many rules

Blue rules and procedures may get to be too much for you sometimes if they don't serve their intended purpose; but in general you do see that rules are important, and it doesn't really bother you to have to follow them.

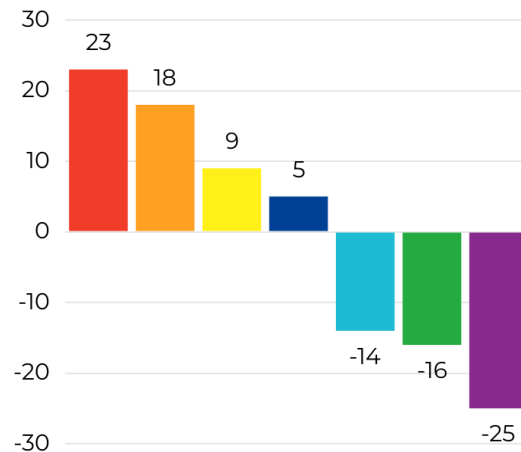
Focus on performance

A healthy dose of focusing on results can ensure that things get done. You can get along well with people who enjoy scoring and achieving success. You have little to no resistance to a culture with an emphasis on tactics and goals to be achieved, where achievements are rewarded and results are applauded.

Decisive and direct

You have a low score for resistance to the red value system. You accept that assertiveness and direct supervision can be beneficial when issues need to be resolved quickly. So if your boss occasionally responds somewhat brusquely, or puts pressure on you to act quickly, you won't be too disturbed by it. And altercations and conflicts are sometimes necessary as a way to obtain clarity.

The Energy Balance



Your Personal Energy Balance

Your energy balance is an indicator of the working environment in which you thrive. The diagram shows the sum of your expression and resistance diagrams and indicates which value systems contribute to your energy balance (above the line) and which value systems have a negative effect on your energy balance (below the line). Positive scores indicate that you enjoy working in a culture that matches that color, you prefer to have coworkers who also score high on those driving factors, and that you like the working methods that fit that value system. That doesn't mean that you don't get irritated if a coworker or the company culture takes things to extremes within that value system, but the stronger the counterbalance offered by the enjoyment you find in that system, the easier it will be to get over your irritation, because the overall balance will be positive. For negative scores, this works in exactly the opposite way. The lower your score for a particular color, the stronger the balance falls on the negative side, and the more difficult you will find it to be comfortable in that kind of company culture. This also indicates in which areas you may have difficulties with coworkers who have other driving factors than yours. You will enjoy your work the most and perform the best in a working environment that is suited to your energy balance.

You have a very distinct energy balance. You prefer to work in an environment that is colored by the value systems Red, Orange and Yellow. The value system Blue is one you can feel comfortable with. Dealing with the value systems Turquoise, Green and Purple costs you the most energy.

Environments and Work That Create Energy

■ Respect

You get lots of energy from the red driving factors. You enjoy being active, making decisions, and doing things quickly. And you enjoy it when you are respected for this. You are in your element when you can act quickly, set a good pace, and show determination; and you like having your wishes fulfilled immediately. If someone is satisfied with your performance, you prefer to receive the feedback or reward immediately, just like you do for others.

In your energy balance, you also derive some energy from:

- Orange: achieving challenging goals, acclamation and appreciation, enjoying luxury, meeting challenges head-on, winning and being successful, making significant accomplishments.
- Yellow: autonomy through understanding of complex material, thinking strategically and conceptually, playful and creative solutions, innovation and improvements.
- Blue: oversight, structure, organization, rules that are followed, clear responsibilities, doing your work well, reliability, honesty.

Things That Cost Energy

All value systems have their strong points, but if they are taken to extremes, they can be somewhat annoying. The degree to which you are comfortable with your environment is a major factor in determining how much you enjoy your work or feel at home there. You can learn to deal with resistance up to a point, but too much resistance means that your chances of successfully adapting to your environment are small.

Very difficult

The cultures listed below cost you so much energy that it is difficult or even impossible for you to be comfortable in them. It is not a good idea for you to work in a department or for an organization with one of these cultures; and it may be difficult for you to get along with coworkers with these driving factors. If that is the case, take action to change the situation, or consider finding a different position that is better suited to your personality and driving factors.

Frustrated by conservatism

- The rigidity and conservatism of the purple culture drains your energy, and you are not comfortable in this kind of culture. You resist doing things the way they've always been done purely for tradition's sake. And the uncritical and obedient character of the purple group annoys you. An organization or workplace in which everyone prefers to keep things the same, and promotions only fall to those with seniority, is not a place where you will feel at home.

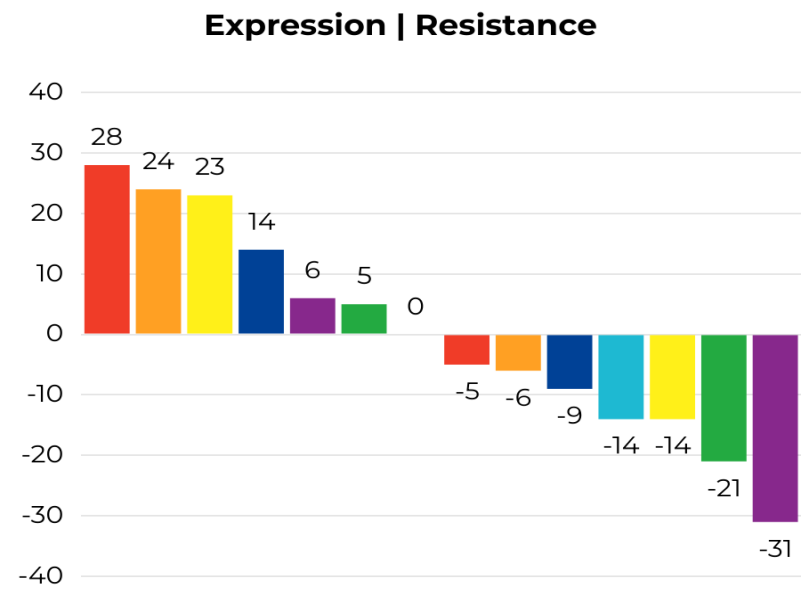
Uncomfortable environment and responsibilities

If these value systems are taken to extremes, you may also find it difficult to deal with their negative aspects:

- **Green:** You dislike a soft culture where everything is talked about, decisions take forever (and are weak compromises when they are finally made), and sociability takes precedence over rules and results. You see this culture as naive and prone to being taken advantage of. Projects that require a lot of discussion and in which it's important that you take other people's feelings into consideration are not very suited to you.
- **Turquoise:** You see this kind of working environment as having little grasp on reality and being impractical, vague, and unable to see problems.

Coworkers who are strongly motivated by these driving factors, or a working environment in which these value systems come, through clearly, will drain you of energy. But it is perfectly possible to function in this kind of environment if enough positive aspects are present in opposition to them. Focused training may help you to develop additional tools for dealing with cultures that are uncomfortable for you and the people that share those driving factors.

Reflection Questions



1. What do you think are the strengths of your profile?

- > In general?
- > In your work situation?

.....

.....

.....

.....

2. Do your initial expression values match well with the tasks you are performing?

.....

.....

.....

.....

3. What would you like to work on?

- > What skills would you like to develop?
- > From the perspective of your profile, do you have the right motivations for this?

.....

.....

.....

.....

4. What value system have you developed more for yourself in recent years?

- > What do you notice about it?
- > How does your environment notice it?

.....

.....

.....

.....

5. Do you know individuals in your immediate environment with your highest resistance values high in expression?

- > What behaviors bother you the most?
- > To what extent do your own expression values play a role in this?

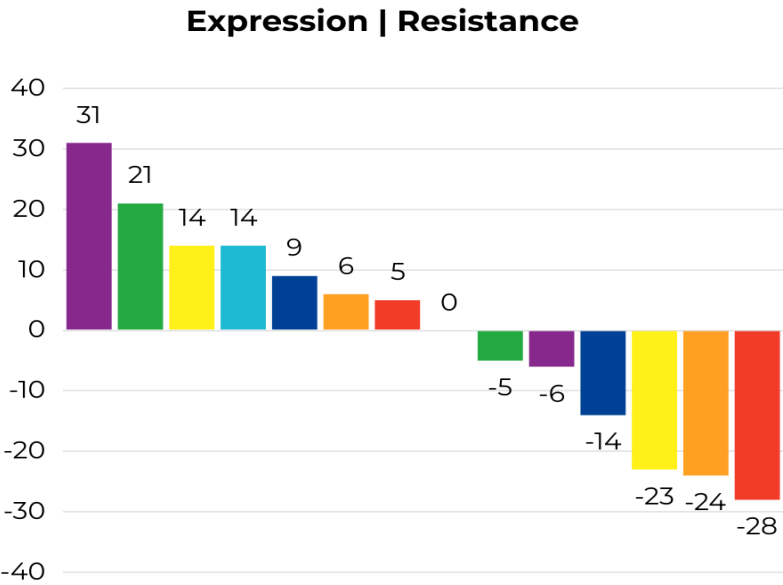
.....

.....

.....

.....

Below you see a profile that may not look familiar. It is your own profile, but reversed! Resistance has become Expression and vice versa.



6. What are the positive traits in this profile?

- > Now look at the Expression and name the positive traits of the first two or three colors. By doing this, you can learn to deal more easily with your own resistances (negative feelings caused by others).

.....

.....

.....

.....

7. To what extent are these qualities complementary to your own qualities or weaknesses?

- > Find a person in your area with a similar profile to the above and discuss how current cooperation is going. See if you can improve this cooperation by making more use of each other's qualities.

Tip! Add this person to your contacts in the Profile Dynamics® App and get practical pointers to get started.

.....

.....

.....

.....

Succes!

General Description of the Seven Value Systems

■ Purple

People with a strong leaning towards purple place a high value on the group they belong to, whether that is their family, their work, or their religious community. Traditions play an important role here, and value is placed on ideas that have been built up over time. Members of the group are proud of their common identity, which takes its shape in symbols and traditions. They have little need to express themselves as individuals. The purple leader sets the course and has a high status in the group or community. This leadership is based on wisdom and experience. The members are loyal and faithful and feel a deep sense of connection to each other. That gives them a strong feeling of unity and provides security and protection against a possibly dangerous outside world.

Qualities: self-sacrificing, devoted, natural sense of solidarity

Weak spots: conservative, lack of critical thinking, dogmatic

Examples

The ceremony surrounding the election of a new pope in the Roman Catholic Church is a strong example of purple tradition and symbolism. However, companies or families may also have a strong purple character with their own identity and honor: Think, for example, of Philips, which, in the past was renowned for taking care of its employees; or the Kennedy dynasty or other families whose sons become family doctors or priests for generations in succession.

■ Red

Red symbolizes power, speed and courage. People with a strong leaning towards red divide the world into friends and enemies, and are ready to fight for their positions. They value respect and expect strong and clear leadership. They often gravitate to the leadership role themselves. Red personalities are alert and distrustful of the world around them. As they see it, it's everyone for themselves, and if you wait for the attack, you may be too late and end up with the worst of the deal. This leads to being on the offensive, with fast and impulsive thoughts and actions. They feel little shame or guilt about the consequences of their actions for other people, who ought to be able to stick up for themselves. Crises and conflicts are part of life, and this makes red-style people very good at dealing with stress. Red leaders are on their guard against attacks on their position; and for this reason they look at their subordinates with suspicion. "Divide and conquer" is a typical red leadership style. For the same reasons, red-style people distrust those in positions of leadership, but will still do their best to be favorably noticed by supervisors in order to improve their own position. Red is faithful and loyal to those it sees as equals, and its attitude is, "If we combine our forces we can take on the enemy."

Qualities: strength, leadership, determination, speed

Weak spots: untrustworthy, egocentric, cold, confrontational

Examples

Red is often found in environments where decisions need to be made quickly, such as the fire department, as well as at the operating table. Red is also common on the boards of organizations.

■ Blue

The blue personality seeks order, regularity and clarity. This creates structure within which responsibilities can be carried out properly and with care. Blue delivers sound and thorough work, and has an appreciation for such work from others. People with a high blue score have a strong sense of responsibility. Honesty is important to them, and they maintain strict values and standards, for themselves as well as for others. They have a strong sense of justice, sometimes to the point of being too rigid, and they are hard-working and don't give up easily. They want others to recognize this and enjoy getting acclamation for their efforts and discipline. In the blue world view, organization is necessary to control chaos. If everyone understands this and follows the system, everything will progress smoothly. This also means that it is important to check whether rules are being followed; and there are consequences to breaching rules, and breaches should not go unpunished. Organized religion often has a strong blue aspect in the form of strict rules, punishments, order and discipline, and rewards for obedience. People with high scores for the blue value system tend to be frugal and place little value on luxury or material displays of wealth. They are often economical with money and resources and take care that their expenditures are truly necessary.

Qualities: secure, organized, disciplined, reliable, honest

Weak spots: strict, adherence to rules, reluctant to change

Examples

Blue characteristics are common in the financial sector such as tax, accounting and financial departments. It is also found, for instance, in legislative and law enforcement (police) professions and in strict religious communities, where honesty, precision, reliability, labor, punishment and reward are important. We also see this "modest" color in logos representing these organizations.

■ Orange

Orange is the color of efficiency. People with a high orange score go for results, the big score, and personal success, and seek recognition for achieving them. There's no reason to hide their success, and luxuries like beautiful clothes, chic interiors, and elegant landscaping are signs of strong orange driving factors. These people see opportunities rather than threats, and they are willing to take risks to take advantage of them. That calls for strategic cunning - after all, there's more than one way to skin a cat! Orange is flexible and will do what it takes to achieve the desired results. The motto "the end justifies the means" goes a long way. Orange has a competitive attitude, and people with orange driving factors often find it difficult to share success. They can experience rules as limiting and have a strong focus on the short term. Orange wants to be seen, is

often expressive, pleasant to deal with and devotes attention to looking good.

Qualities: successful, practical, efficient, flexible

Weak spots: over-demanding, success at the expense of others, status-oriented

Examples

Orange is the color of successful entrepreneurship in a broad sense. Typically orange motives are achieving success on the basis of a clever strategy and making the most of opportunities. The fastest growing and most successful companies have, in general, a strong orange motivation.

■ **Green**

Consideration for others and empathy are the defining characteristics of people with a high green score. Green places a high value on group decisions, good consultation, and mutual communication. Only when everyone feels comfortable and the atmosphere is good can a group achieve optimum performance. Green will work hard to help achieve this and spend a lot of time talking issues through. Emotions shouldn't be avoided in these discussions, and decisions should ideally be made by consensus. But that does sometimes put pressure on the speed with which decisions are made. In general, people with a high score for the green value system do not like to stand out, and they do not really appreciate it when people deviate from the standards of the group. Green prefers harmony above all: Problems should be resolved, but preferably without resorting to conflict. Greens try to keep the peace. Their motto is, "Everyone is equal."

Qualities: warm, empathetic, helpful, harmonious, consensus

Weak spots: too soft, not decisive enough, avoiding conflict, resistance to individual success

Examples

We see a lot of people in caring organizations such as hospitals and nursing homes, but also in education and organizations that in some way or other want to improve the situations in the world.

■ **Yellow**

Yellow is the color of individual freedom and independence, of research and analysis, innovation and originality. People with a high yellow score look for authority within themselves and do their own thing, and as a result they can come across as reserved or aloof. They often come up with creative solutions that can resolve apparent contradictions, and are simple and clear and provide a win-win situation. They enjoy thinking extensively about things from a cross-disciplinary perspective and gaining understanding of the wider system behind them. The insights they gain in this way create space to attain solutions that are genuinely practical for the long term. Yellow is open and accepting of other values without having to agree with them. Yellow looks for the essence, the truth, the best solution. Consequently, the yellow personality is also critical and needs to be convinced based on solid arguments. Yellow leaders are able to

get the best out of their subordinates by offering them the freedom to develop their own talents without demanding results or discipline. Because yellow wants to understand things first, decision-making and action can sometimes be long in coming. The yellow intellectual approach can be seen by others as difficult and complicated. Yellow understands complexities and is aware that its own ideas and actions not only have an effect on its immediate environment and the short term, but can also have wide-ranging consequences over a longer period of time. The desire for independence and freedom shouldn't come at the expense of the whole; and yellow limits itself to that which is necessary and suitable. That can mean austerity or simplicity; but if the situation calls for it, other types of behavior or expression, even extravagance, can be utilized.

Qualities: open, innovative, creative, free, motivating leadership, gets down to the essence

Weak spots: makes things complicated, chaotic, reserved, aloof, critical

Examples

"Enlightenment Thinking" is a typically yellow phenomenon: finding the truth instead of "having faith", understanding on the basis of observations and analysis in order to explain and predict. A high percentage of yellow is also found in start-up companies in innovative sectors, such as bioengineering and ICT.

■ **Turquoise**

Turquoise people see that everything in the world is connected and understands their position as part of this larger whole. This insight is obtained by integrating intuitive feelings and knowledge. Turquoise wants to understand the rhythm and flow of all life, of which we are just a small part. An example of this is the integration of alternative forms of medicine within regular Western medicine. Human health is determined not just by a single process or organ, but rather by the entire physical, mental, and spiritual functioning of the human being in connection with its environment, at both a micro and a macro level. The individual is just a small part of the larger dynamics of a total system that is striving to achieve order. Understanding and benefitting this system, for instance by following a minimalist lifestyle, also benefits the individual self as part of this system. Turquoise is not afraid of the complexity and uncertainties of the whole, but sees them as a natural and self-evident starting point. Money, status and power are irrelevant, and day-to-day worries are unimportant. This makes the turquoise personality very good at putting things in perspective. The outside world often finds these people to be weird, flighty and not particularly grounded.

Qualities: holistic, thinking globally, simplicity, less is more, puts things into perspective, altruistic

Weak spots: not very concrete, no sense of reality, vague, unrealistic

Examples

Turquoise is a developing behavioral type and is still rare. We only encounter this color in few individuals. When (exact) science is looking for connections with intuition, turquoise people are usually involved.

[illegible]