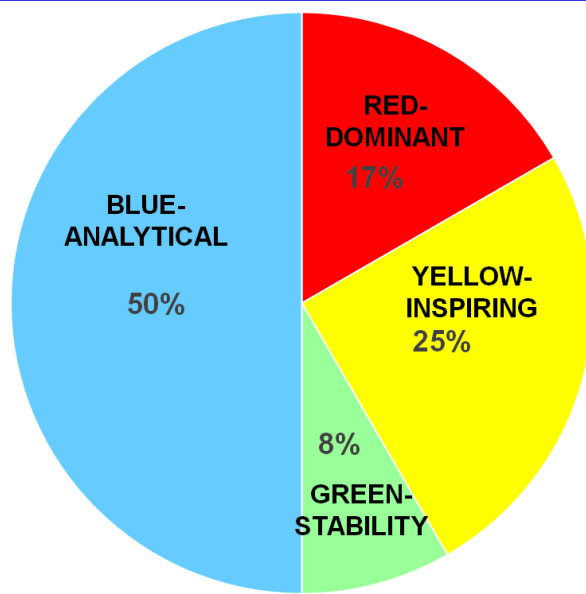
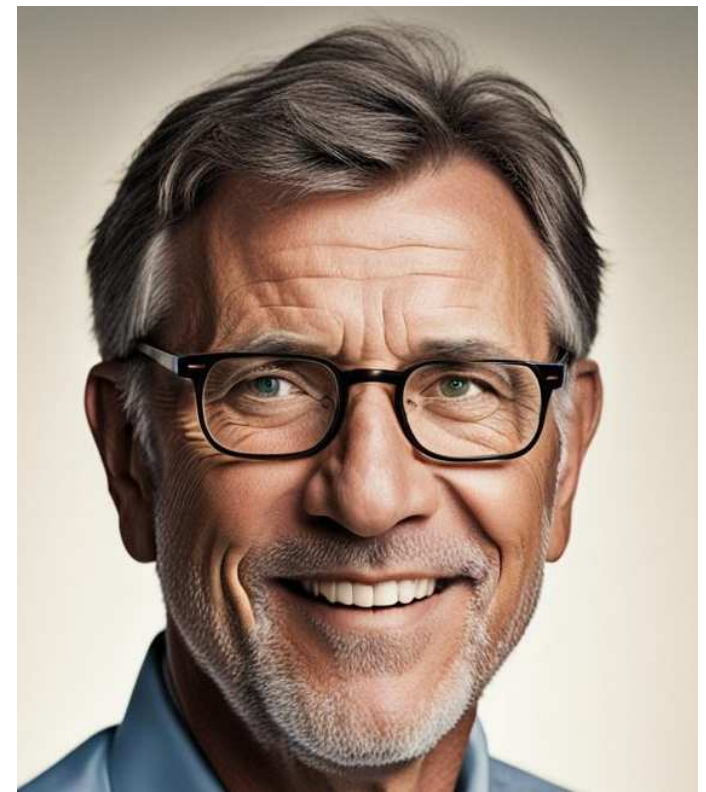


RODNEY DUNCAN'S REDISCOVERY OF LEADERSHIP

Rodney Duncan has passed 50 and he has worked throughout his life in technical innovation in the world of chemistry: Polymers and Coatings.

He was Director of Innovations and in recent years involved in the standardization of Innovation Management.

Through this work, he came into contact with an organization that had developed a method to help people, especially young innovators, to accelerate their personal development and their careers.



Such a transition, from chemical product development to the development of human innovators, does not occur very easily. It requires new leadership.

At first, Rodney underwent a so-called DISC test. He turned out to 'be' for 50% Blue – Analytical:

Exploratory, Careful, Systematic, Precise, Meticulous, Logical, Conventional, Detached, Objective, Perfectionist, Methodical, Examining, Following Rules and Structured

RODNEY DUNCANS METAMORFOS

Rodney completed the OPQ questionnaire. Using the LD Toolbox, the only instrument in the world with a simulation model that looks at the participants' future perspective, two development scenarios were developed. A Quick-Win scenario and a longer-term scenario. Rodney was given a Quick-Wins scenario that suggested 4 small changes to behavioral preferences:

More Caring, More Behavioural, More Conscientious and More Decisive.

Simulation of changed behavioural preferences

Rogier van Duin

Simulation 2

The LDT Simulation Module helps us to see what happens if you would change certain behavioural preferences.

You can, by changing some of your behavioural preferences, develop a stronger profile and broader style portfolio, which enables you to handle and manage a larger variety of situations.

Simulation 1

more Caring (from 4 -->7)

more Behavioural (from 4 -->7)

more Conscientious (from 2 -->7)

more Decisive (from 4 -->7)

more Outspoken (from 5 -->7)

more Caring (from 4 -->7)

more Data Rational (from 5 -->7)

more Behavioural (from 4 -->7)

more Adaptable (from 4 -->7)

more Conscientious (from 2 -->7)

more Optimistic (from 3 -->6)

more Trusting (from 4 -->7)

more Achieving (from 6 -->7)

more Decisive (from 4 -->7)

TO BETTER USE THE EXECUTIVE BRAIN

The key to your self-development lies in your executive brain, the part of the brain that handles your ability to adapt to change, to create plans, to learn from feedback, outside-the-box thinking, to develop a vision, to make complex decisions, prosocial behavior, being able to motivate yourself, to control your emotions and to avoid ineffective behavior. The executive brain, sometimes also called the CEO brain, is located in the prefrontal cortex.



Skills in Rodney's CEO brain

Attention	3
Emotion Regulation	3
Flexibility	8
Inhibitory Control	3
Initiation	5
Organization	10
Planning	8
Self-Monitoring	6
Working Memory	4
Knowing Yourself	7
Theory of Mind	2
Empathic with Others	4

In his career, Rodney has primarily focused on materials and chemical processes.

His executive brain comes to high values on Organization, Flexibility and Planning

But his Theory of Mind is valued a 2, Attention and Emotion Regulation both a 3 and Empathic with Others a 4.

Rodney's Quick-Wins scenario A MORE EFFECTIVE USE OF THE CEO BRAIN

more Caring (from 4 -->7)
 more Behavioural (from 4 -->7)
 more Conscientious (from 2 -->7)
 more Decisive (from 4 -->7)

The Quick-Wins scenario proposed to him brings about a revolution in Rodney's CEO brain!

Rodney's suggested adaptations to his preferent behavior consist of, on the one hand, More Conscientious and More Decisive. Both 'hard' components in the left brain.

But, more spectacular will be the developments in the right brain hemisphere through Caring and Behavioural.

3	Attention
n	Controlling (6)
---	Conscientious (2)
n	Achieving (6)
-	Decisive (4)

Rodney's score on **Attention** grows from 3 to 7 because of increased values on Conscientious and Decisive

5	Initiation
+++	Forward Thinking (9)
---	Conscientious (2)
n	Achieving (6)
-	Decisive (4)

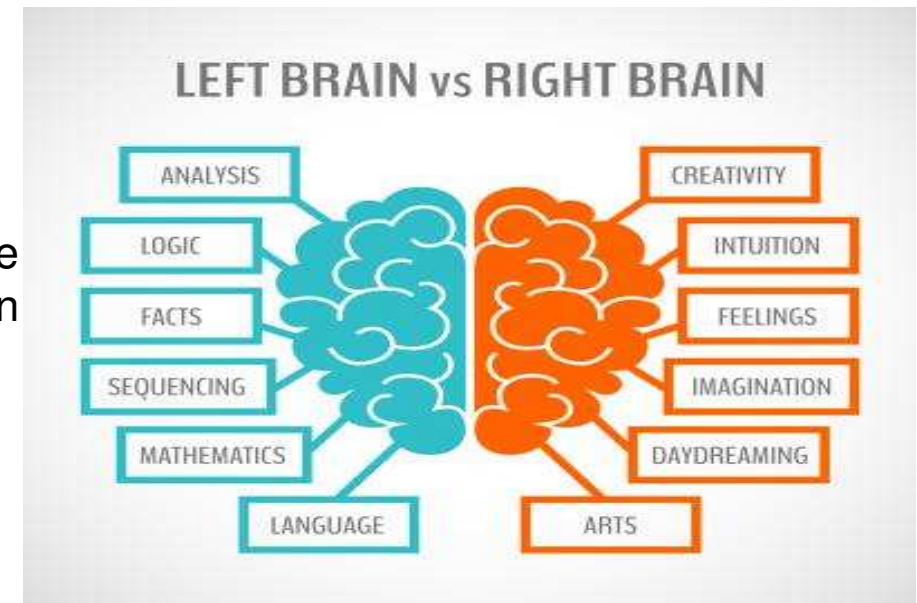
And the **Initiation** score **grows from** 5 to , also because of Conscientious and Decisive

2	Theory of Mind
-	Caring (4)
-	Behavioural (4)
-	Adaptable (4)
-	Trusting (4)

But the real improvement (growth in the Right brain) comes with the increase in **Theory of Mind**. That competence grows from 2 to 5 because of the change in Behavioural and Caring

4	Empathic with Others
-	Affiliative (4)
+	Democratic (7)
-	Caring (4)
-	Behavioural (4)

And Empathic with Others goes from 4 to 7 because of Behavioural and Caring.



Has Rodney underutilized his right brain hemisphere in the past?

DEVELOPMENT OF RODNEY'S CONVERSATIONAL INTELLIGENCE

Rodney's Quick-Wins scenario

more Caring (from 4 -->7)

more Behavioural (from 4 -->7)

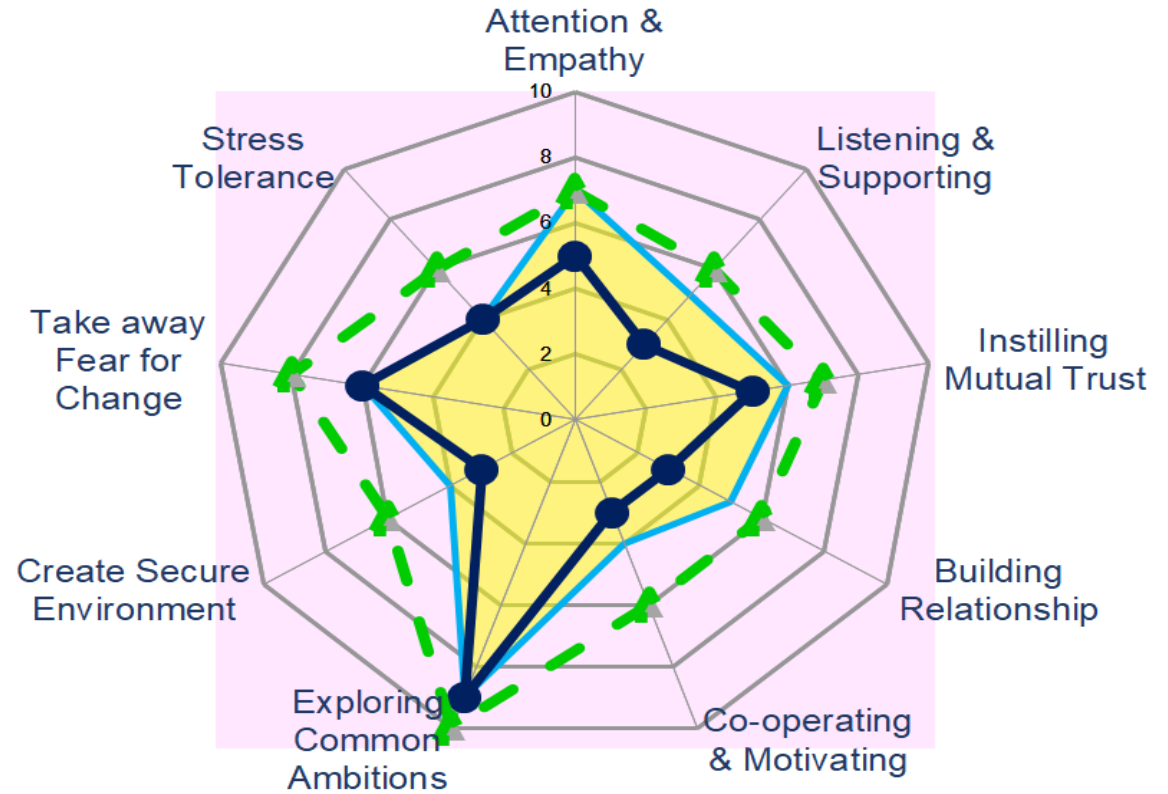
more Conscientious (from 2 -->7)

more Decisive (from 4 -->7)

To the right:

Rodney's values in the model

Conscious Effective Interaction (Conversational Intelligence)



5 Attention & Empathy

n Outspoken (5)

n Modest (5)

+ Democratic (7)

- Behavioural (4)

++ Rule Following (3)

-- Optimistic (3)

Attention & Empathy
Goes from 5 to 7
Because of increased
score for Behavioural

3 Listening & Supporting

n Outspoken (5)

- Affiliative (4)

n Modest (5)

- Caring (4)

- Behavioural (4)

- Trusting (4)

Listening & Supportinf
from 3 to 5, also because
of Behavioural

3 Building Relationship

n Outgoing (5)

- Affiliative (4)

n Socially Confident (6)

--- Conscientious (2)

n Relaxed (6)

- Trusting (4)

Building Relationship
Went from 3 to 5 because
of Conscientious

3 Co-operating & Motivating

- Independent Minded (7)

- Affiliative (4)

+ Democratic (7)

- Behavioural (4)

- Adaptable (4)

- Trusting (4)

Cooperation & Motivating
went from 3 to 4 because
of Behavioural

RODNEY DUNCAN'S LEADERSHIP STYLE PORTFOLIO

For leaders, it is best if they have a number of different leadership styles that they can use in different situations. They need a Leadership Style Portfolio.

Rodney's portfolio consists of three styles (green):

Entrepreneur, Strategist and Concept developer.

On average, leaders have 3 styles in their portfolio. And Rodney's portfolio is not much different from his colleagues in the industry..

Leadership Styles					
MANAGEMENT STYLE		PEOPLE INTERACTION		PROBLEM ANALYSIS & ORGANISATION DEVELOPMENT	
Democratic Manager	Developer	Coaching leader	Mobilisor	Process supporter	Builder/ Realisator
16,5	26	18	21,5	12,5	16
24	17	19	15,5	18	24
Governor	Directive manager	Networker	Communicator	Supervisor	Problem solver
36	13,5	11,5	21,5	31,5	36
Entrepreneur	Negotiator	Team player	Teambuilder	Strategist	Concept developer

How will Rodney have developed as a leader after having realized his Quick-Wins scenario?

Rodney's style portfolio grows to 8 styles:

Democratic Manager, Developer, Entrepreneur, Coaching Leader, Team Builder, Problem Solver, Strategist and Concept Developer,

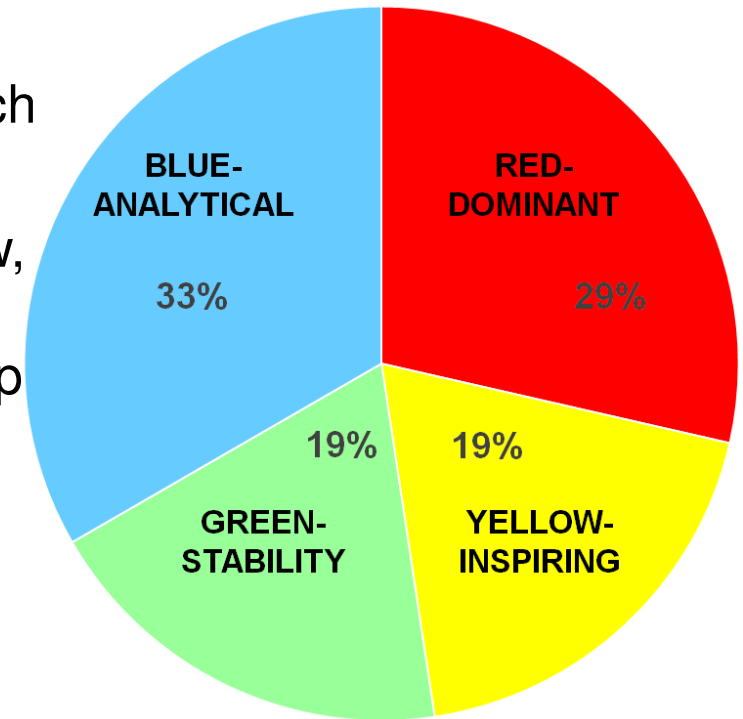
MANAGEMENT STYLE		PEOPLE INTERACTION		PROBLEM ANALYSIS & ORGANISATION DEVELOPMENT	
Democratic Manager	Developer	Coaching leader	Mobilisor	Process supporter	Builder/ Realisator
34	37	31	30	28	30
27,5	28,5	24	28	30	38
Governor	Directive manager	Networker	Communicator	Supervisor	Problem solver
38	24,5	23	31	37	40
Entrepreneur	Entrepreneur	Team player	Teambuilder	Strategist	Concept developer

IS RODNEY DUNCAN NOW A DIFFERENT PERSON?

We leave the answer to the psychologists! But Rodney's behavior towards other people has probably become much more effective.



You can also see this on Rodney's DISC profile (more Green and Yellow, Less Blue, More Red). Most of all, it shows in his Leadership Style portfolio, as we showed you before, he behaves as a leader. Especially in his interaction with people. Rodney has started to use his right brain a little better.



The new theories of 'Conversational Intelligence', or as we call it 'Conscious Effective Interaction' show us that, in positive interaction with others, we also build new DNA, Transcription DNA. That our learning brain develops throughout life.

Good, this continuous self-development!

It's just a pity that HR organizations, training institutions and coaches only use 'snapshots' and don't look ahead at the development perspectives of their clients, such that they could help people like Rodney to discover that he is underutilizing parts of his brain.

Didn't they know that there is something like an LD-Toolbox that helps candidates research their future perspective?