

The Glow Profile

In **Glow**, Professor Lynda Gratton identifies three guiding principles that people who **Glow** live by: they cultivate a *cooperative mind-set*, they are adept at reaching across traditional boundaries — what Lynda calls “*jumping across worlds*” — to gain great new ideas and powerful insights, and they are able to *ignite inspiration and energy* in others.

The First Principle: A Cooperative Mindset

The first principle of **Glow** is developing a *cooperative mindset*. Lynda suggests you take a closer look at how cooperation is playing out in your working life by completing the cooperative portion of the *Glow Profile*. These statements will help you determine your own beliefs regarding cooperation, how the members of your immediate team or community work together, and how your wider community, business, or organization behaves.

The Second Principle: Jumping Across Worlds

In exploring this second principle, you will see what it means to make your network work for you — to jump across worlds.

The Third Principle: Igniting Latent Energy

Now the scene is set for the third principle, *ignition*. Without these sparks of ignition you will never, ever **Glow**. This is the third principle of **Glowing**.

Respond to each of the statements and then add up your ratings for each Principle which will correspond with the **Glow Profile Scale** and the **Glow Profile Types**, found at the end of each document. By completing the **Glow profile** you will learn more about what you are currently doing to **Glow** - and also where you could improve. You should consider the three **Glow** principles with regard to yourself, your team and the community of organisation you are a member of. You will then be able to determine your final circle profile.

The Second Principle: Jumping Across Worlds

Respond to each statement by selecting your reaction on the 5-point scale. Once you have responded to all the statements, add up your ratings in each section - they will range from 9 to 45 and will correspond to the **Glow Profile** scale.

5 = agree completely
4 = agree somewhat
3 = neither agree nor disagree
2 = disagree somewhat
1 = disagree completely

Do I naturally jump across worlds?

	1	2	3	4	5
1. I have worked in more than one country in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have worked in more than one function in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I always try to meet people outside my immediate work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. It is important to me that I have networks outside the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I really enjoy being with people who are different from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am good at appreciating differences in others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I enjoy joining communities outside of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I like to leave time for the unexpected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL

Does my team naturally jump across worlds?

1. The people on my team are from many different backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. On my team, it is normal to seek ideas from outside the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Members of my team often introduce me to people in their wider network.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. On our team, we really appreciate the differences between us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Our team works closely with people from other functions or businesses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. On my team, partnerships with people outside the company are very important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. On my team, it is normal to take time to meet other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. On my team, we work hard to communicate what we do with the wider community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Members of my team are always looking for ways to broaden their networks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL

The Second Principle: Jumping Across Worlds

Respond to each statement by selecting your reaction on the 5-point scale. Once you have responded to all the statements, add up your ratings in each section - they will range from 9 to 45 and will correspond to the **Glow Profile** scale.

5 = agree completely
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2 = disagree somewhat
1 = disagree completely

Is my wider community, business, or organisation naturally boundaryless?

	1	2	3	4	5
1. People are encouraged to work closely with people on other teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. It is the norm for people to have careers that go across more than one function or business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My boss encourages me to meet people from other parts of the business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Executives make it a point to introduce me to their networks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Part of my pay is dependent on whether I have worked with other teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. There are many opportunities to share knowledge with the wider community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. We are encouraged to join networks related to our areas of interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. There are many opportunities, such as conferences and workshops, for me to associate with people from other parts of the business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. We are encouraged to develop strong working relationships with suppliers and partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL

Interpreting the Glow Profile -

The Second Principle: Jumping Across Worlds

Once you have responded to all the statements and have added up your ratings you will have a number rating of between 9 to 45.

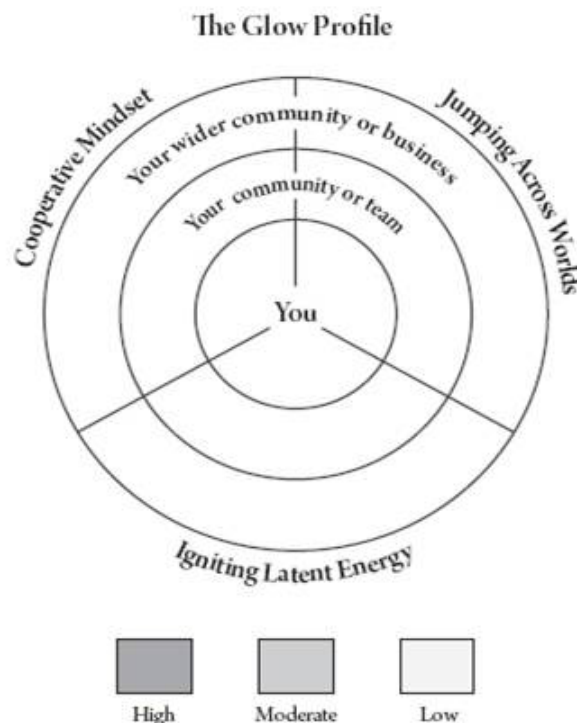
From the **Glow Profile Table** you will now be able to determine your high, moderate or low ratings in the 'jumping across worlds' segment. Then use different shades or colours in the **Glow Circle Profile** to indicate the level of cooperation in each area of your work life.

Profile Type	Your Score	Team or Community Score	Wider Community Score
A	High	High	High
B	Moderate or High	Moderate	Moderate
C	Moderate or High	Low	Low
D	Low	Moderate or High	Moderate or High
E	Low	Low	Low

36 to 45 = high

26 to 35 = moderate

9 to 27 = low



The Second Principle: Jumping Across Worlds

To **Glow**, you need the excitement and energy of meeting people who are very different from you. When people meet, they bring their own ways of looking at the world (heuristics). It is this cognitive diversity that can create unique combinations. The **Jumping Across Worlds Profile** helped you see where you stand with regard to your own attitudes and skills, your team's attitudes and competence, and the extent to which your company or community encourages you to jump across worlds. From the profile you are able to determine which profile type is nearest to your own:

Profile Type A You, the team you work with, and your wider community are very adept at jumping across worlds and creating boundaryless conditions, which creates a marvelous foundation for you to **Glow**.

Profile Type B You, your team, and the wider community are skilled in some aspects of jumping across worlds, which suggests that Action 5, Jumping out of the boundaries that constrain you, will be crucial.

Profile Type C You are fairly adept at jumping across worlds but find yourself in a Fortress with high walls, which suggests that you need to think seriously about taking Action 5, Jumping out of the boundaries that constrain you

Profile Type D You are not a natural at jumping across worlds but find yourself surrounded by a relatively boundaryless team or community, which presents a terrific opportunity for you to learn from others. Take a look at Actions 4, and 5 to determine how to increase the value of your networks and to create more boundaryless working.

Profile Type E Neither you, your team, nor the larger community values jumping across worlds, which places you in a Fortress. Think about the effect this is having, particularly on innovation, and together work on all three actions to increase the value of your networks and create a place more boundaryless and more able to reach out to others.