

# Value Explorer

Newsletter for friends of profilingsvalues 

1-2019

Explore  
your  
potential

How Yves Morieux creates „Smart Simplicity“

## Mastering Complexity Without Getting Complicated



Everything is not only faster and more demanding, but above all, more complex. This is caused by the exponential growth of human knowledge, globalization, and increased regulation. How can we keep track of this unstoppable flood of demands? Yves Morieux \* analyzed this in detail and has developed six simple rules on how to master complexity without becoming complicated.

According to Morieux, the demands placed on companies and their products have increased sixfold since 1955. However, the complexity in companies has increased by a factor of 35. Obviously, we are doing something wrong. We seem to want to confront rising complexity with escalating complicatedness. This cannot work because we end up paralyzing ourselves. That's why, according to Morieux, we're in a productivity crisis, even though we appear to be more and more technologically advanced. What is happening?

Morieux blames two outdated management practices of the last century: the hard and the soft approach. The first is based on the assumption that you can „steer your way through everything“ in organizations if you only use the right systems, structures, and processes, and control people by viewing them as the weakest link. The soft approach means that good performance is achieved automatically when everyone understands each other well, i.e., relationships are on a good level. Basically, systems can be beneficial, but they are not a panacea. And sometimes it can even be a deterrent if everyone simply „loves“ one another.

According to Morieux, complexity can only be mastered if the individual uses his intelligence to assess the respective situation. For this he needs autonomy. Since a single person can never understand all the interests and perspectives of the company, cooperation between individuals is needed to find the best solution. In other words, autonomy AND cooperation are key. That sounds simple, but it is challenging to implement.

Executives tend to judge the compilation of results and performance with key indicators. They often do not understand what employees really do and why. The goals and problems that need to be achieved or solved depend on many more factors, such as limitations and resources or influence and power. Morieux impressively demonstrates how to delve deeper analytically with instructive examples. Read more about the six simple rules to avoid complications and master complexity in our next newsletter.

\* Yves Morieux, Peter Tollmann: Six Simple Rules – How to Manage Complexity without Getting Complicated, Boston 2014

## Editorial

Dear friends of profilingsvalues,  
This time we want to draw your attention to two very interesting profilingsvalues users. First, we focus on the Institute for Training Works Councils (ifb) which has created a 30-year success story with their unique offering. Second, we introduce Bertram Kasper, who has been applying innovative



Dr. Uli Vogel  
profilingsvalues GmbH

methods for decades and is acting as a coach and consultant in the non-profit sector. He has already worked intensively with the Leadership Excellence Report. In addition, the editorial addresses the need to simplify our complicated working environment, which is a concern of mine. Finally, the developers at profilingsvalues were not idle either; we have developed new rankings and will tell a little about them.

A successful spring season to all and kind regards,

Yours, Uli Vogel

## Not Just a Think Tank in Oberland, ifb is Much More

The Institute for Training Works Councils (ifb) is extremely successful

Seehausen near Murnau am Staffelsee is a tranquil little town nestled in one of the most beautiful landscapes in Germany. At the foot of the Bavarian Alps there are lush green meadows, wonderful mountain forests and numerous medium-sized companies, some of them demonstrating incredible success. The ifb recently celebrated its 30th anniversary during which founder Hans Schneider and hundreds of guests proudly recalled the rise from the first seminar for works councils to a leading provider of trainings focusing on co-determination. Round about 70,000 seminar participants per year, 790 speakers, 260 seminar leaders, and a staff of 200 employees at the headquarters in Seehausen speak for themselves.

The seminars offered are innovative and diverse; there are numerous specialized conferences and events, and the topic of co-determination is examined in all its facets. The corporate culture focuses on people and encourages innovative thinking. In the future, even more emphasis will be placed on personal

responsibility and cooperation. ifb has been employing profiling**values** for years and has recently signed a detailed agreement with the works council in this regard. Dr. Uli Vogel spoke with management board members Sabine Wolfgram and Stefan Werner as well as with the personnel manager Uta Kaußler.

**Uli:** Sabine, you have been working at ifb for many years and can well judge the changes. What especially stands out over the decades?

**Sabine:** Change is probably our strongest constant. In the beginning we were like a family, but the constant, accelerating growth requires appropriate structures and processes. What used to work simply on demand must now be more carefully thought out. In addition, we have to live certain core **values** such as high-quality performance, being close to the customer, humanity, and passion on a daily basis. I see myself as a “culture engine” that helps strengthen community and cooperation.

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**Uli:** When we address the human aspect, we immediately think of human resources. Uta, what is your area and what are the important topics?

**Uta:** Since last October, I have been allowed to head Human Resources and am, therefore, still in the midst of learning a lot about the ifb business. I was given a very warm welcome here and was allowed to take action and help shape it from day one. Due to our growth, we are intensively optimizing our recruitment and selection process. But personnel development is also extremely important these days. The potential for the company's development lies in the hearts and minds of its employees. We already do a lot here, but we still have a lot ahead of us. Cooperation is very close to my heart and I am committed to using the strengths of the employees. What makes ifb so special is the enthusiasm shown by our colleagues at work. We have ever more complex requirements and have to make sure that we meet them without losing the fun aspect of our work.

**Uli:** This is a central problem that more and more companies have to master. In addition to cooperation, autonomy also plays a major role. Employees must be given more personal responsibility. Stefan, you have been working on this topic for quite some time and are changing the organization together with

the owner Hans Schneider and the broader management team. What are the motives, objectives, and measures of change that are planned?

**Stefan:** Indeed, you have to be careful not to think in terms of islands as complexity increases and to lose sight of the big picture. Over the past few years, we have moved a lot, starting with mission and strategy, through business process analyses and the empowerment of managers in their roles. We have now come to the point of consistently relying on a network structure that can best be described as an "influencing organization." It is a matter of acting competently not only from one's own area of responsibility, but also in the adjacent areas in order to find the best solution for everyone and to produce results. Hierarchies and classical structures can be a hindrance. Therefore, our new organizational structure has fewer boxes, but rather circles or "gears" that mesh with each other. Anyone who integrates, cooperates, and assumes responsibility for results can thus move meaningfully and freely. The whole thing then develops as an organism and leaves rigid structures behind. This becomes an exciting and rewarding task, in my opinion.

**Uli:** Many thanks for the interview! We really enjoy working with you and greatly appreciate your trust.

## The New Rankings are Available

We build heavily upon Robert S. Hartman's philosophy. His axiology forms an incredibly important part of the profilingvalues identity. With his groundbreaking work, he has made values both tangible and (more importantly) measurable. And that is what he has done with his model which depicts value dimensions and value perspectives, incorporating terms that depict the reality of the world: slavery, mass unemployment, a baby...

However, some profilingvalues users have repeatedly asked whether there were possibilities to replace the very strongly polarizing items. For some people these statements are very striking and are viewed critically. A few works councils pointed to these items as an argument to reject profilingvalues altogether.

We have created a solution to this and now it's time to announce that we have developed new rankings with a total of 72 items. That was a worthwhile and challenging undertaking.

So in order to be able to use compatible items more readily for specific customer groups, we have developed four additional rankings:

1. Work (world view) – ranking items G; equivalent to rankings in A
2. Work (self view) – ranking items H; equivalent to rankings in B
3. Overall (world view) – ranking items I; equivalent to rankings in C
4. Overall (self view) – ranking items J; equivalent to rankings in D

We have developed G and H because in some companies, the works council promotes the use of only job-related statements. So that we also have a reliable database here, the ABGH combination is now ideally suited for this. Accordingly, ABI completely avoids the Hartman original rankings. Sample ranking items can be found below.

The new rankings can be activated for you by paying a one-time fee of 99€. Of course all individual reports, special report formats, and aggregated team results can be still generated with these new rankings. On the last page of each report you can see at the bottom left of the footer which rankings have been calculated in the respective format and which were carried out by the participant, separated by a slash.

We enjoy exchanging information, feedback, and other current topics with you. As experts in your field, we can enrich each other so much. We: the profilingvalues community. Join our profilingvalues community on Facebook under the following link:



A personal space is reserved here for your topics concerning profilingvalues. We hope to see you there!

Kind regards profilingvalues Team

Here is an example set for ranking I – equivalent to ranking C



## Interview by Dr. Uli Vogel with Bertram Kasper, Business Unit Manager at the St. Elisabeth Society, Freelance Coach and Consultant

**Uli:** You have been a certified user of profilingvalues for many years. How did you find us, what attracted you to us, and how have we supported you over time?

**Bertram:** That was many years ago; I remember doing internet research. I liked the value orientation, your presentation, and you as a person. I wanted to transfer new methods from business to my special field of child and youth welfare. Through my freelance activities I see all sectors of business, whereby I find the products and the service of profilingvalues very valuable.

**Uli:** How can profilingvalues help the St. Elisabeth Society?

**Bertram:** In addition to classic applications in staffing and personnel development, we have been using this instrument for many years for the selection of foster families. Here profilingvalues helps us tremendously when my colleague and I can go into depth with the potential foster parents and have meaningful conversations. Thereby, we are able to completely open up new aspects of the application process with the couple. Every year we have a few dozen cases here. Personally, I have recently been using profilingvalues more and more with younger people. For example, we were able to develop the self-confidence of a young blind man by explicitly defining his strengths in such a way that his inner being became more stable and he now successfully holds an apprenticeship job.

**Uli:** These applications are very interesting. We have developed several new assessment designs in recent years, such as the Balance and Sales Report, the Team Overview, and last year the Leadership Excellence Report (LER). In our last interview you mentioned that you find the LER fascinating. What have been your experiences?

**Bertram:** Just recently I have been involved with the selection of managers and division managers for rescue services, followed by coaching. The leadership system Leading Simple developed by Boris Grundl as basis for the LER helps a lot to improve the participants' understanding of leadership. Personally, I always start with the normal profilingvalues report to look at the basic value orientation. Then the LER helps me make the effects transparent which manifest themselves in their current leadership activities. It is interesting to note that the five prin-



ciples play a special role alongside the five tasks and the five tools. If the principles are very pronounced, the manager can quickly use learning opportunities to improve skills in the tasks and tools. If the principles are less clear, then the development tends to be much more difficult. The Leading Simple cards that were developed by Boris Grundl for all 15 Leading Simple "modules" also help in the discussion. Often topics such as control and criticism are less developed. Participants realize that successful leadership needs a concept, not just a few appropriate behaviors. With this attitude, leadership skills can be properly learned, as Boris Grundl emphasizes again and again.

**Uli:** We have two other passions in common: the Canary Islands and writing. Where do you find the drive for your various activities?

**Bertram:** I use my free time intensively for sports and further development, e.g., currently in the areas of New Work and agile leadership. In addition to various specialist publications, I am also working on a novel and have already attended writing seminars, most recently at Lake Garda. Lanzarote is something very special for me; the island has an incredible energy.

**Uli:** What would you encourage us to do regarding our activities and attitudes?

**Bertram:** The attitude of profilingvalues and the way you support your certified users deeply moves me. I also find the continual development over the years – and now again with the new e-learning function – great. As a rule, over 90% of the participants find themselves discussing the evaluations. Their expectations are usually exceeded since it seems hardly possible to differentiate with this depth just by sliding back and forth 18 statements four times over. Profilingvalues is an excellent tool to facilitate more open conversations from which people truly benefit. Together we create a lot of meaning!

**Uli:** Bertram, thank you very much for this interview. We are very pleased that you have been such an active ambassador in matters that are close to our hearts!

## The profilingvalues Team

Surely you know all of our long affiliated team members, either personally or at least from telephoning. In addition to Uli Vogel and Lois Mendl, who have been with us for many years, Luisa Paurat and Tilman Scheckenbach joined us three and two years ago, respectively.

In February we fortified our team again to keep up with the increased demands and the higher volume of work. Heike Diefenbach and Isabelle Vogel will support us in the future when it comes to implementing your wishes professionally and competently.



Heike Diefenbach

“I have many years of experience in various branches of tourism and have worked for more than 10 years in management for a five-star sailing vessel with a family atmosphere.

Thus, I made my passion of travel as my profession for a number of years and got to know many countries and different nationalities.

Working with people, making a positive impact, helping others, and supporting and developing people - this is what I see as my vocation and I am looking forward to contributing my experience and knowledge to profilingvalues.“



Isabelle Vogel

“After taking time out to raise my children, I am returning to the workplace and looking forward to working for profilingvalues in the future. I hope to be able to bring my previous experience, including Mercuri Urval, Red Bull, and Sibeth & Partner to profilingvalues to support the team in administration, support and customer care.”

**We are all looking forward to a good and successful cooperation with you!**

### profilingvalues Short and Sweet upcoming dates

#### CERTIFICATION DATES:

- 07./08. May 2019
- 08./09. October 2019

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#### WEB-BASED EXERCISES IN GERMAN:

- 17. May 2019
- 20. September 2019
- 21. June 2019
- 18. October 2019
- 19. July 2019
- 15. November 2019

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#### WEB-BASED EXERCISES IN ENGLISH:

- 4. June 2019
- 24. September 2019
- 12. November 2019

#### SOCIAL MEDIA

In addition, you will always find new contributions from us in LinkedIn, Facebook, and Xing.