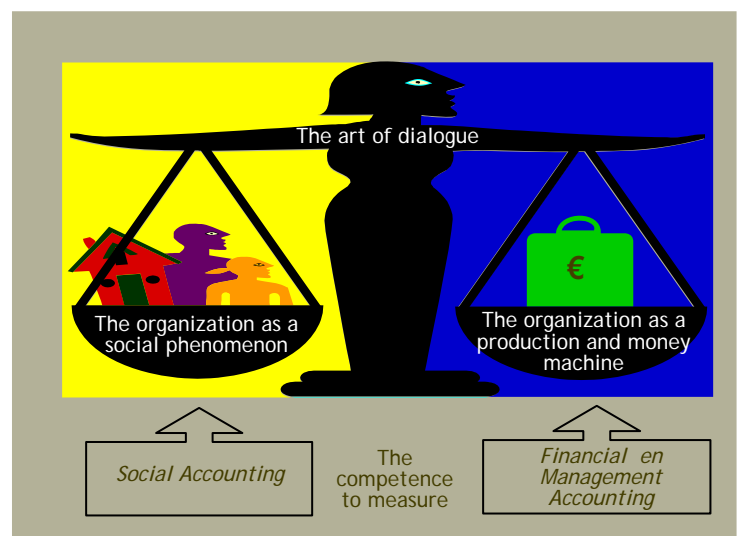


## The Symfoia system

Symfoia is the acronym for Systems Methodology For Organizational and Individual Awakening. It is a management philosophy, a conceptual framework for leadership and change and a web based diagnostic system for 'social accounting'.

Symfoia as a **management philosophy** argues that organizations are living systems that are able to develop identity, culture and intelligence. Organizational development is primarily a process of growing consciousness and awareness on individual level and group level at the same time.



Symfoia as a **concept for leadership and change** is a set approaches and instruments to change the way work is organized and to empower the people who do that work. The purpose: successful adaptation to market conditions that change faster than ever before. Key element is the distinction between the organization as a production and money machine and the organization as a social system of human interaction. Survival and sustainable growth in the new world that is unfolding, will only be possible when these two systems - and paradigms - support each other in an optimal way.

Symfoia as a **web based diagnostic system** for 'social accounting': the Symfoia-engine is an easily accessible online assessment tool for monitoring personal development, team intelligence and the 'health' of the social system. Key Social Indicators (KSI's) for different hierarchical levels, groups, units and teams, can be easily determined and monitored. Once having *quantitative* insight in how the social system develops, the next step is linking the development of the social system - through Key Social Indicators (KSI) - with the development of the production and money machine through Key Performance Indicators (KPI). Monitoring and balancing the contribution of both systems to organizational performance is the essence of corporate governance.

## Unique selling points of Symfoia as an assessment toolbox

- Symfoia is a **meta-language**: every word used in the output of the assessments is derived from a 'cell of meaning'. Each cell of meaning is defined by the underlying Symfoia-model. As a result, organizations can use their own words or cultural language to express this meaning. On top of that: organizations working globally can define - for example - core values and leadership on a meta level first, before translating these meanings into different languages.
- Symfoia is an **integral system**. Which means two things. One is that the underlying Symfoia-model integrates material and non-material world. Reality is larger than what objectively can be 'seen': feelings matter. The second is that the underlying Symfoia-model integrates collectivity and individuality: individual development cannot be seen as independent from collective development. The result is a model that reveals sources - and dynamics - of human interaction. Using this dynamic model as a basis for online assessments, the result is a 'social accounting' system that reveals why people do what they do in a team or organization. The hidden cost of human interaction becomes visible and therefore controllable.
- Symfoia is an **engine** where organizations easily can be 'plugged in'. Without doing any investment, the organization has at its disposal an information system that is vital in driving up standards of craftsmanship and accomplishment in hr-processes. On the individual level: personal development, performance interview. On team level: making the right composition of the team and of course the process of teambuilding itself. On organizational level: recruiting on softskills (getting the right candidate), establishing core values, monitoring development of leadership and entrepreneurship in different segments of the organization. Processes in which corporate identity and corporate culture develops. There is a large freedom for organizations to create their own products and processes with the information. Users can be defined easily. Cost control is easy because users have their own budget.
- Symfoia is a **knowledge base** for creating products with an unusual informational richness. Products that can be used to enlarge sense making - and far more effective decision making - in organizations. A process that results in more intelligent interaction - in every part of the living system - with environmental developments. Nowadays, these environmental developments really trigger our minds. We still do not understand fully what it is that drives the enormous turbulence on financial markets and the real economy. We haven't a clue how future will look like. This unpredictability is of such a scale that organizations *need* to enlarge sense making, organizations *need* to become more intelligent.

## The value we help create

Values can be defined by linking them to current shifts in three basic needs:

- First, being accurately informed about what is happening and doing the right things with this information. The key word that describes the fundamental shift in this need is **'social knowledge'**. Organizations are peeking through cracks that are too small to see what is happening. Looking through these cracks, you cannot see how intentions, value systems and stories change. Without information about how social systems develop and without information about changes in role patterns, value patterns, social strategies, talents, stress factors - of customers and employees - it is impossible to react intelligently to changing environmental conditions.
  - **Value added by Symfoia:** providing 'social accounting' information on attitude, behavior and thinking of customers and employees. Information that reveals the hidden dynamics and the hidden cost of human interaction. Information that reduces uncertainty, because the cause of uncertainty is not in reality itself, but in the individual and collective consciousness of people grasping that reality. With social accounting information it becomes easy to develop HR-policies that are needed now. Like diversity & equality policies, or recruiting policies to secure that only people with the right 'genes' enter the corporation. With Symfoia, the organization is able to specify and monitor the development of specific softskills. Key Social Indicators (KSI's) are meant to come to grips with cultural development. They are also meant to counterbalance Key Performance Indicators (KPI's) which give information about how the organization develops as a production and money machine.
- Second, creating the context in which people can do what they have to do. The key word that describes the fundamental shift in this need is **agility**. Organizations must become more efficient, more responsive and more flexible. The quickness of reaction must grow to a higher level. To realize that, product-driven organizations will rely more on technology and standardization. Whilst value-driven organizations will rely more on the intelligence of human interaction, with specific attention to the development of entrepreneurship, management and leadership.
  - **Value added by Symfoia:** intelligent concepts for employer marketing, cultural development, team development, leadership development, strategy formulation, the development of the 'social controller'. In short: intelligent concepts for social innovation. We communicate our ideas in inspiring and challenging workshops and readings. We empower managers to think on a higher level of consciousness and we help them to understand the dynamics of collective consciousness and collective intelligence. One participant said at the end of a workshop: *"It is as if you visit the rear side of the moon."*
- Third, knowing who you really are and what you really are capable of. The key word that describes the basic shift here is **talent**. Being successful in the extremely difficult market conditions of today and tomorrow, more than ever depends on attracting the right people. And more than ever depends on the ability for any employee to assess him self. Employee and employer both have to make a much better effort to match their interests. 'What' - having the right hardskills - remains of great importance. But hardskills are disqualifiers: you need to have them. Hardskills however are not

decisive in the new world that is developing. 'Who' - having the right softskills - will become the deciding factor: people successfully working together, understanding each other, creating team intelligence together, creating innovative ways of delivering value to customers. Talent development and team development always go hand-in-hand.

- **Added value of Symfoia:** Symfoia is a powerful tool for discovering, monitoring and matching talent, on individual level and team level. In our product portfolio we have products that serve current needs of recruiters, coaches, facilitators, managers, teachers.

## Symfoia as a system provider

From a technology point of view, Symfoia is an 'engine' for online individual assessments. This engine offers to companies an easily accessible online assessment toolbox for measuring softskills. It is simple to authorize someone to make use of this engine. Recruiters for recruiting, managers for performance interviews or teambuilding, coaches for coaching employees, HR-personnel for monitoring Key Social Indicators for different groups. Once connected, a 'user' can invite a person - or many persons at the same time - to do an assessment using the own website. Cost control is easy: each user has his own budget limit and each 'click' is counted. The underlying business model is a simple pay-per-click model: customers pay for each time they use the engine.

Output is on three levels: individual level, team level and the level of the organization as a whole. And by defining target groups and level of aggregation. In this way customers can shape the product to match the requirements of their own business processes. And they can give their own name to the product. All products listed below, are a possible output of the engine. To be able to do the right things with the reports generated, users go through a short and steep learning curve. Most users are able to work with Symfoia after even one day of training. Within days customers are up and running.

The engine has two options: mini-scan and Symfoia-scan. Both scans are based on the Symfoia-model. Mini-scan and Symfoia-scan can be used in conjunction or completely separate.

### ■ Mini-scan

A typical example of how the mini-scan is used: a recruiting agency uses the mini-scan to quickly gain 'soft' information about their candidates. To get more detail, this recruiter uses the Symfoia-scan in a later stage. The mini-scan is also used to make a quick scan of customer values. Other customers use the mini-scan for marketing and/or acquisition purposes.

The mini-scan consists of 9 propositions that are scored within one minute. The output is a value pattern, shown 'on the fly'. A PDF-report and a file with corresponding data are automatically generated. By a simple click in the content management system, each user can define himself whether any visitor of companies website - any 'surfer' - can make the mini-scan. Or whether only those who are invited to do so, can make the mini-scan. In the same way, the user can activate or block the possibility that a PDF-report is sent automatically.

▪ **Symfoia-scan**

The Symfoia-scan consists of 108 propositions that are scored in 15 - 30 minutes. Output is available in terms of standardized 'building blocks' (examples of output are shown beneath):

- value patterns
- team roles
- soft talents
- stress factors
- social strategies
- default states in time consciousness, environmental consciousness and self consciousness.

Standardized report formats are defined by choosing:

- from these building blocks
- between individual level, team level and organizational level
- on organizational level, by choosing target groups

## Product portfolio

Using the Symfoia-engine, different products become available. All products are defined by choosing from standardized building blocks. Customers can define more and less detailed reports themselves. All products are combinations of 'on the fly' screens, PDF-reports and datasets with social accounting information. All products are thought provoking and of great informational richness. Examples of output are shown below.

- **Talent scan**

Purpose: self-assessment, performance-interview, (on the job) coaching, recruiting on softskills, career counseling, re-integration.

- **Team assessment**

Purpose: fast and detailed analysis of a team performance. Blind spots, communication blocks between team members, individual contributions to team performance are on the table within hours.

- **Cultural assessment / Cultural Due Diligence**

Purpose: fast and detailed analysis of organizational performance. What defines overall culture? What values do employees have? What are the cultural characteristics of - and differences in culture between - management layers, older and younger employees, employees with more or less education, men and women, customer teams, departments, business units? How is leadership, management and entrepreneurship developing in different parts of the organization? What is the 'return on management' in terms of attitude, behavior and thinking of employees? Why is there such a difference in output or sickness absence between specific departments or projects?

When decisions have to be made to by or integrate businesses, these cultural assessments are of great importance. Reports generated show in great detail what problems have to be solved to make this investment profitable.

The number of employees is not relevant: tens of employees, a few hundred or a few thousand employees.

- **Management dashboard with KSI's (Key Social Indicators)**

By measuring periodically - for example two times per year - management can monitor development of a number of KSI's. The customer defines which KSI's - for which groups - have to be monitored: there are more than 190 variables to choose from. Technically this is a simple Internet application.

In a more advanced application, the organization defines norms - for different teams or layers - and each time the measurement is done, output is automatically compared to these norms.

If every employee has his own softskills profile in the corporate database, the effects of flow-in, flow-through and flow-out on cultural development, on talent development or on development of

leadership, management and entrepreneurship, can be measured with great accuracy. HR-policies to come to grips with cultural development, can be made with great precision.

- **Work perception**

By choice, the Symfoia scan can be extended with a work perception questionnaire. The questionnaire consist of 12 propositions that have to be scored. These questions are derived from the Symfoia-model.

- **Customer Value Profile**

Different customer segments have different and varying 'receptivity' to different marketing activities. Scientists believe that much of this receptivity is nature and not nurture. Service providers have to understand this nature of their customers. The mini-scan offers a quick and cheap method to understand these varying levels of receptivity in mind by creating 'customer value profiles'.

- **Competence profiles**

Competence profiling identifies the softskills and hardskills required for effectiveness in a job role.

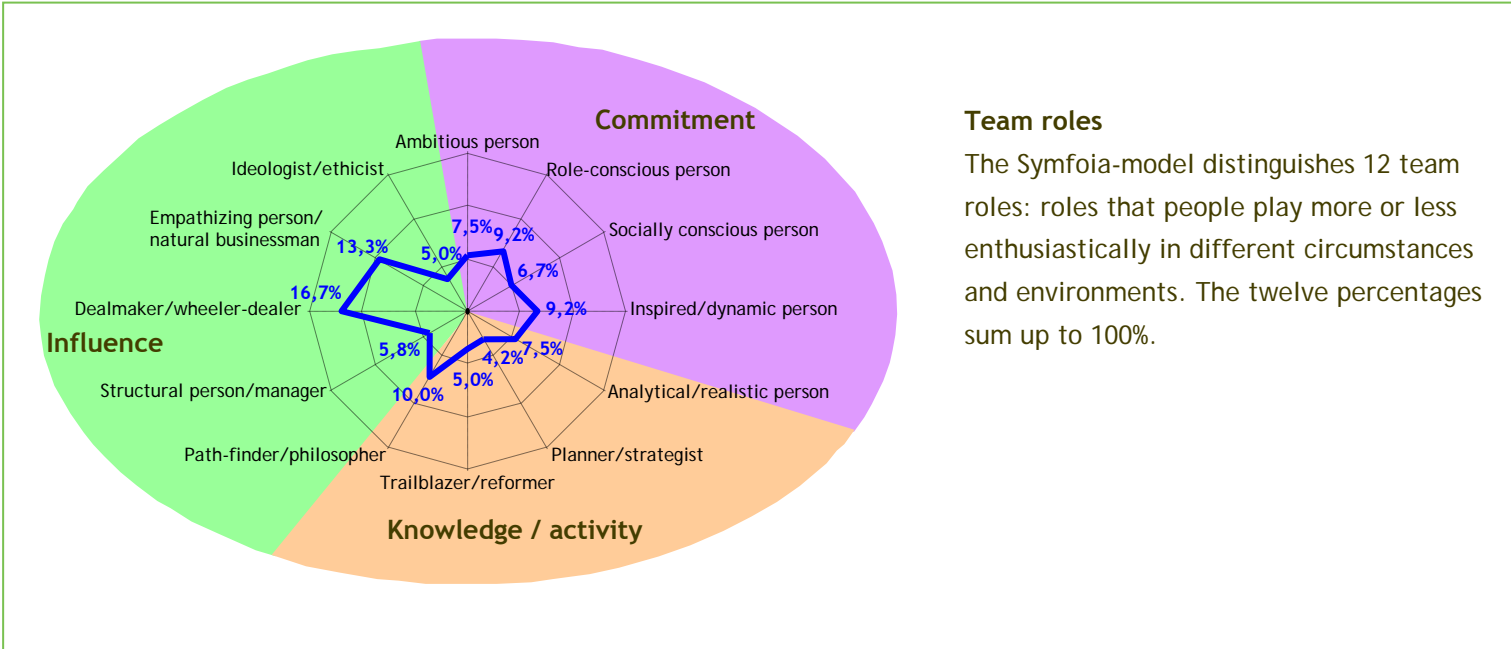
With the Symfoia system it is technically very simple to make and adjust competence profiles for *any* job role or function, creating a portfolio of softskill competence profiles. Competence profiles can be defined on individual level, team level and organizational level.

The flexibility Symfoia offers is of utmost importance in a rapidly changing environment. Any organization must be able to have a quick view on competences present within the organization, compared to competences the organization has to have to survive and/or excel. Organizations have to know to what extent any candidate, any employee, any group of employees, or any of group of customers, matches these competence profiles. The ability to *measure* is a critical success factor in competence profiling.

Measurement is easy with the online assessment system of Symfoia. Measurement will show how far or how close the organization as a whole - or any special group - is away from desired levels in attitude, behavior and thinking. Resulting in sharpening recruiting policies, more effective matches between customer profiles and employee profiles, or changes in team make up to create 'winning teams'.

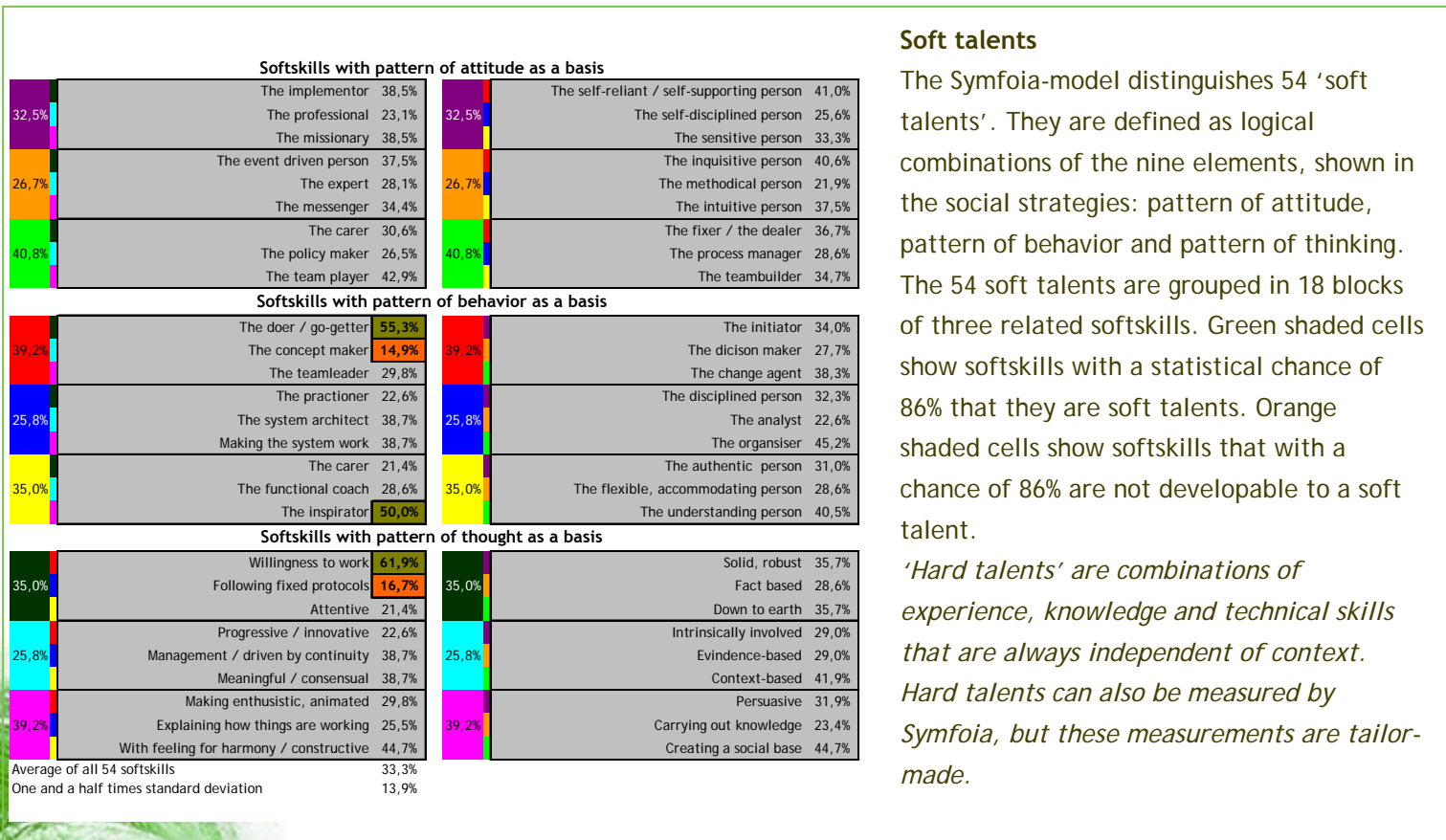
In the way Symfoia supports competence profiling, Symfoia helps organizations to move away from bureaucracy and ineffectiveness which so often accompanies competence profiling.

## Illustrative: examples of output



### Team roles

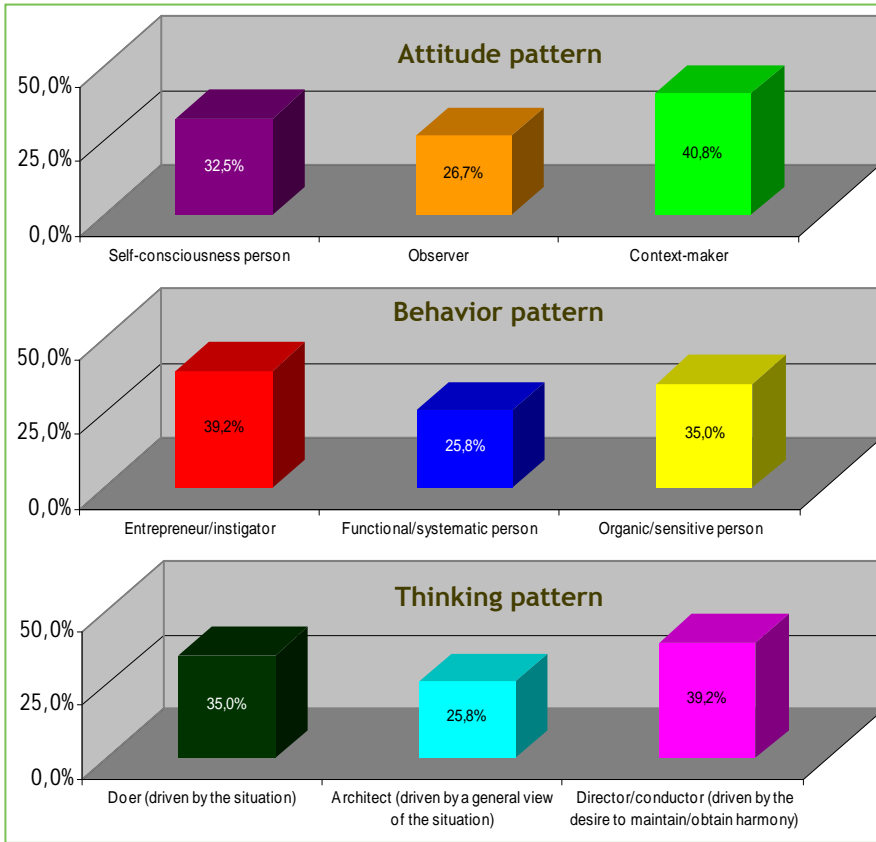
The Symfoia-model distinguishes 12 team roles: roles that people play more or less enthusiastically in different circumstances and environments. The twelve percentages sum up to 100%.



### Soft talents

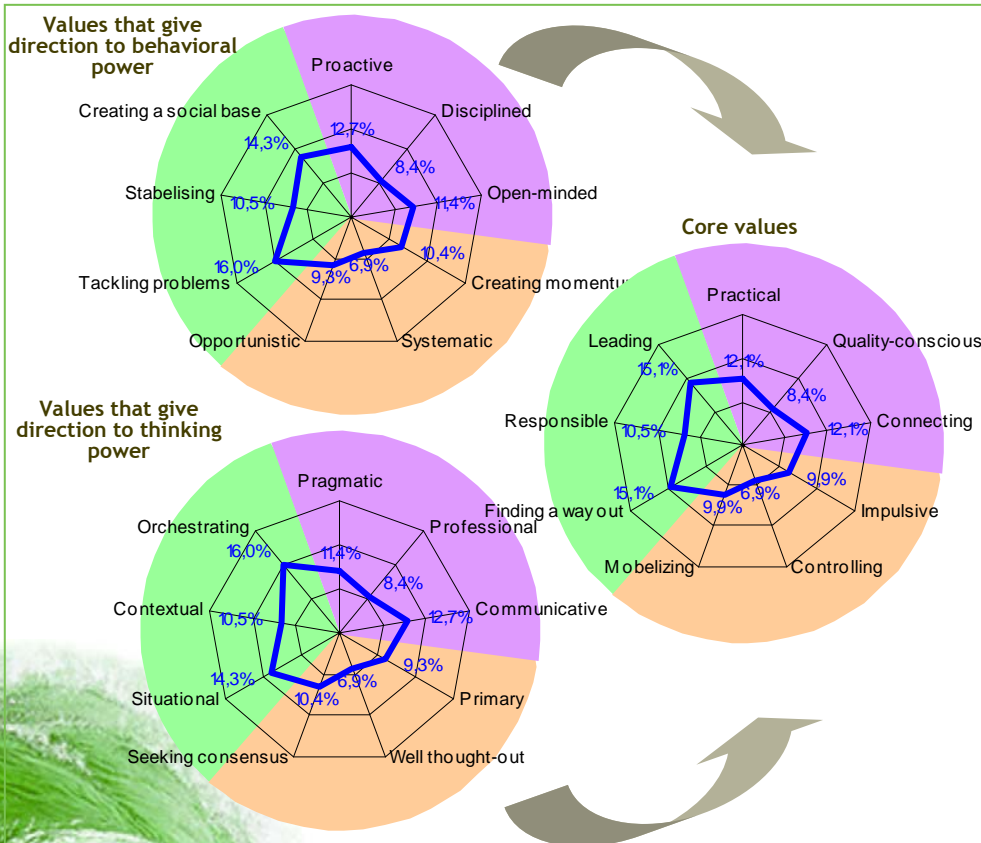
The Symfoia-model distinguishes 54 'soft talents'. They are defined as logical combinations of the nine elements, shown in the social strategies: pattern of attitude, pattern of behavior and pattern of thinking. The 54 soft talents are grouped in 18 blocks of three related softskills. Green shaded cells show softskills with a statistical chance of 86% that they are soft talents. Orange shaded cells show softskills that with a chance of 86% are not developable to a soft talent.

*'Hard talents' are combinations of experience, knowledge and technical skills that are always independent of context. Hard talents can also be measured by Symfoia, but these measurements are tailor-made.*



**Social strategies**

Each person has his own social strategy how to deal with world he is living in. The Symfoia model distinguishes three patterns that together define a social strategy: attitude pattern, behavior pattern and thinking pattern. Each of these three patterns is composed of three elements.



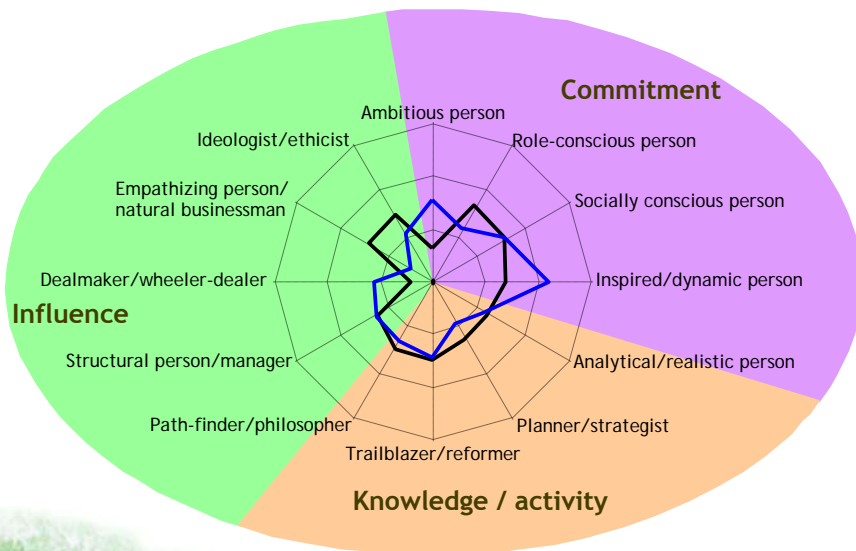
**Core values**

Values give direction to movement. They are words that describe what drives a person to act. On organizational level these values become cultural values: they describe what drives the organization as a whole.

## Measurement of work perception

By choice, the full assessment can be extended with a simple, but complete measurement of work perception. The twelve propositions are derived from the Symfoia-model.

|   |            |   | Rational   | Emotional  |
|---|------------|---|------------|------------|
| <b>Overall work perception</b>  | <b>3,1</b> |   | <b>2,7</b> | <b>3,5</b> |
| <b>I think</b>  |            |   |            |            |
| That I can develop myself within this organization in the way I want to develop myself          | 4          | How well am I doing in my own perception?                         | 4,0        | 4,0        |
| That my contribution to the economic result of this organization is excellent                   | 4          |   |            |            |
| That my contribution to team spirit and community building in this organization is excellent    | 4          |   |            |            |
| That passion and inspiration characterizes the work I am doing                                  | 4          |   |            |            |
| That this organization is very well informed about how this organization is developing          | 2          | How do I perceive the way this organization is developing?        | 2,0        | 3,0        |
| That this organization has a clear vision about its future                                      | 2          |   |            |            |
| That this organization is very capable to respond in a flexible way to unforeseen situations    | 3          |   |            |            |
| That this organization is very capable to learn from the past                                   | 3          |   |            |            |
| That this organization is very well organized in an internal perspective                        | 2          | How do I perceive the way this organization has organized itself? | 2,0        | 3,5        |
| That this organization is very well organized in the way it deals with customers                | 2          |   |            |            |
| That this organization has a very good feeling for what is really happening in the market place | 4          |   |            |            |
| That this organization has a clear view on values to be shared internally                       | 3          |   |            |            |



### Automatically matching a competence norm profile and an actual profile

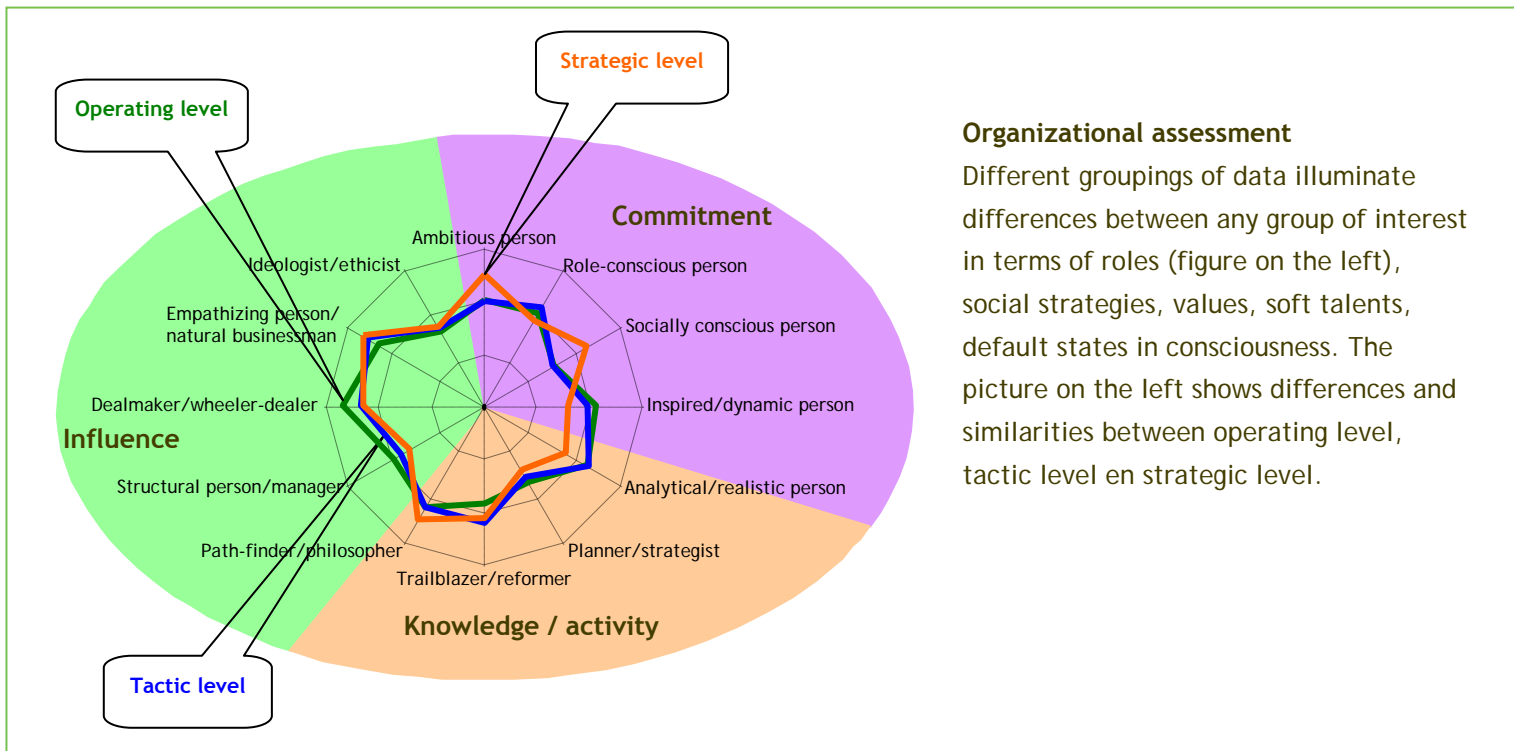
Matching competence norm profile with the actual profile can be done using any of the standardized building blocks of the Symfoia system.

The figure shows a comparison of team roles. One candidate can be compared to different competence norm profiles at the same time.

## Automatically matching competence norm profile and actual profile

The figure below shows a more detailed comparison of competence norm profile and actual profile for 'soft talents'. Columns numbered 2 and 4 show the competence norm profile for a specific function. Columns numbered 1 and 3 show *the difference* between actual profile of an employee or candidate compared to the competence norm profile. Green and orange shaded cells in columns 2 and 4 highlight the particular nature of the competence norm profile: soft talents that are necessary (green) and the opposite: soft talents that are *not* necessary. Green and orange shaded cells in columns numbered 1 and 3 highlight major differences in the comparison between competence norm profile and actual profile.

|   | 1                                       | 2      |       | 3   | 4            |
|---|---|--------|-------|---|--------------|
| <b>Softskills attitude as a basis</b>                     |   |        |       |   |              |
|   | The implementor                         | 2,7%   | 35,7% | The self-reliant / self-supporting person       | 3,5% 37,5%   |
|   | The professional                        | -12,6% | 35,7% | The self-disciplined person                     | 6,9% 18,8%   |
|   | The missionary                          | 9,9%   | 28,6% | The sensitive person                            | -10,4% 43,8% |
|   | The event driven person                 | 6,7%   | 30,8% | The inquisitive person                          | 12,1% 28,6%  |
|   | The expert                              | -18,0% | 46,2% | The methodical person                           | -6,7% 28,6%  |
|   | The messenger                           | 11,3%  | 23,1% | The intuitive person                            | -5,4% 42,9%  |
|   | The carer                               | -12,2% | 42,9% | The fixer / the dealer                          | -1,7% 38,5%  |
|   | The policy maker                        | 12,2%  | 14,3% | The process manager                             | 5,5% 23,1%   |
|   | The team player                         | 0,0%   | 42,9% | The teambuilder                                 | -3,8% 38,5%  |
| <b>Softskills with the pattern of behavior as a basis</b> |   |        |       |   |              |
|   | The doer / go-getter                    | 0,8%   | 54,5% | The initiator                                   | 20,7% 13,3%  |
|   | The concept maker                       | -3,3%  | 18,2% | The decision maker                              | -19,0% 46,7% |
|   | The teamleader                          | 2,5%   | 27,3% | The change agent                                | -1,7% 40,0%  |
|   | The practitioner                        | -24,1% | 46,7% | The disciplined person                          | 7,3% 25,0%   |
|   | The system architect                    | -1,3%  | 40,0% | The analyst                                     | -10,8% 33,3% |
|   | Making the system work                  | 25,4%  | 13,3% | The organiser                                   | 3,5% 41,7%   |
|   | The carer                               | -11,9% | 33,3% | The authentic person                            | -22,9% 53,8% |
|   | The functional coach                    | -11,4% | 40,0% | The flexible, accommodating person              | -2,2% 30,8%  |
|   | The inspirator                          | 23,3%  | 26,7% | The understanding person                        | 25,1% 15,4%  |
| <b>Softskills with the pattern of thinking as a basis</b> |   |        |       |   |              |
|   | Willingness to work                     | 45,2%  | 16,7% | Solid, robust                                   | -6,4% 42,1%  |
|   | Following fixed protocols               | -33,3% | 50,0% | Fact based                                      | 2,3% 26,3%   |
|   | Attentive                               | -11,9% | 33,3% | Down to earth                                   | 4,1% 31,6%   |
|   | Progressive / innovative                | -4,1%  | 26,7% | Intrinsically involved                          | 7,6% 21,4%   |
|   | Management / driven by continuity       | -1,3%  | 40,0% | Evidence-based                                  | -21,0% 50,0% |
|   | Meaningful / consensual                 | 5,4%   | 33,3% | Context-based                                   | 13,4% 28,6%  |
|   | Making enthusiastic, animated           | -1,5%  | 31,3% | Persuasive                                      | -1,4% 33,3%  |
|   | Explaining how things are working       | -18,2% | 43,8% | Carrying out knowledge                          | -14,7% 38,1% |
|   | With feeling for harmony / constructive | 19,7%  | 25,0% | Creating a social base                          | 16,1% 28,6%  |
| The average of all values in column nr 1 and 3            |   | 0,0%   |       | One and a half times st.dev. in columns 1 and 3 |              |
| The average of all values in column nr 2 and 4            |   | 33,3%  |       | One and a half times st.dev. in columns 2 and 4 |              |
|   |   |        |       | 21,5%   |              |
|   |   |        |       | 15,8%   |              |



## Our concepts

As an illustration, we show you two of our basic concepts that shed light on how we think 'management' should evolve and on what 'social innovation' is about. We will be glad to communicate these ideas with you in a personal conversation, in workshops or readings. The purpose of our workshops: to facilitate and to empower managers to think on a higher level of consciousness and to understand the dynamics of collective consciousness and collective intelligence. These workshops are perceived as very inspiring. People visiting our workshops are challenged. One participant said: *"It is as if you visit the rear side of the moon."*

Figure 1 shows the big picture. The concept that is represented by this picture is innovative in a number of ways. Most importantly: the use of Key Social Indicators, counterbalancing to Key Performance Indicators.

Figure 1

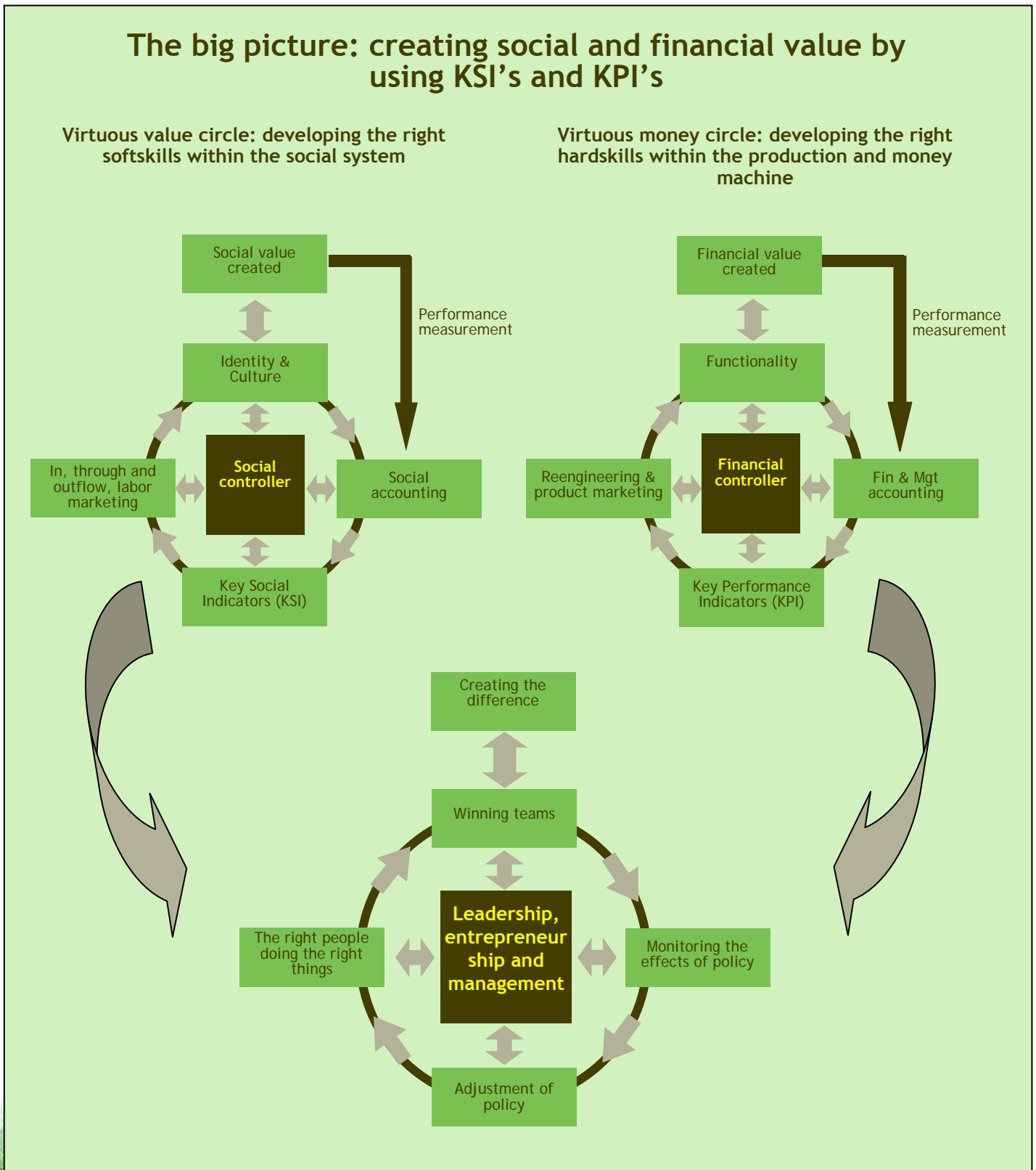
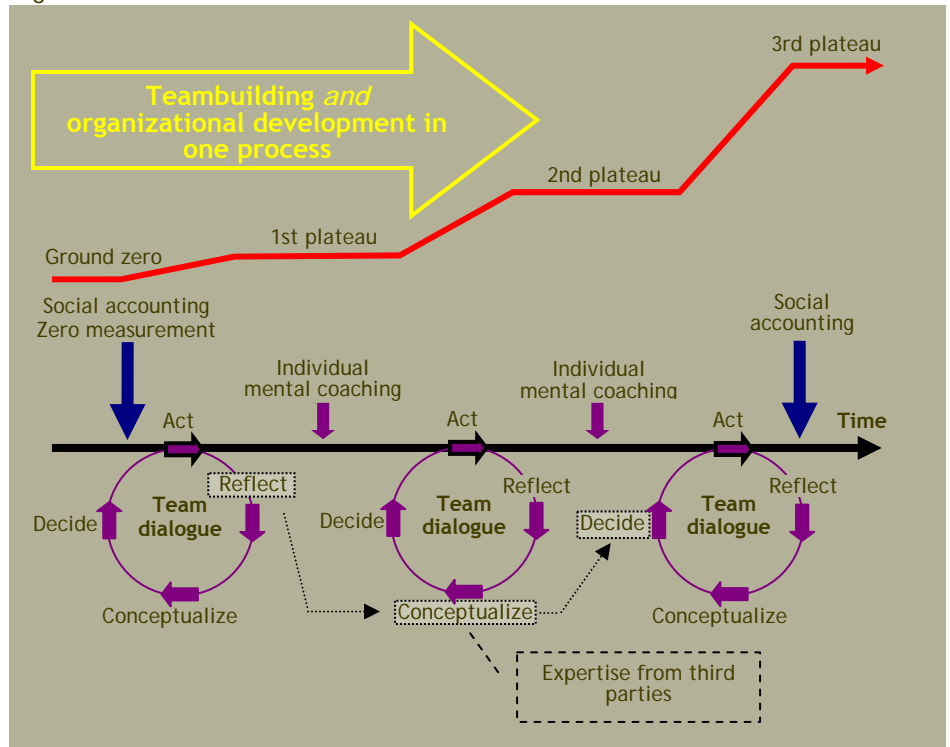


Figure 2 shows how we structure team development. The concept shows a method which is a combination of Kolb's learning styles and the use of individual assessments and team assessments to raise team intelligence and boost team performance. A fundamental aspect of the method is self-reflection on individual level *and* team level. The relentless confrontation of actual performance on one hand and attitude, behavior and thinking with which this performance was realized on the other hand. Regular team assessments show how group dynamics develop: what the team *really* is good at, blind spots, stress factors, social strategies. The method is simple and extremely effective. We can learn your organization - in one to three workshops - how to do this.

Figure 2



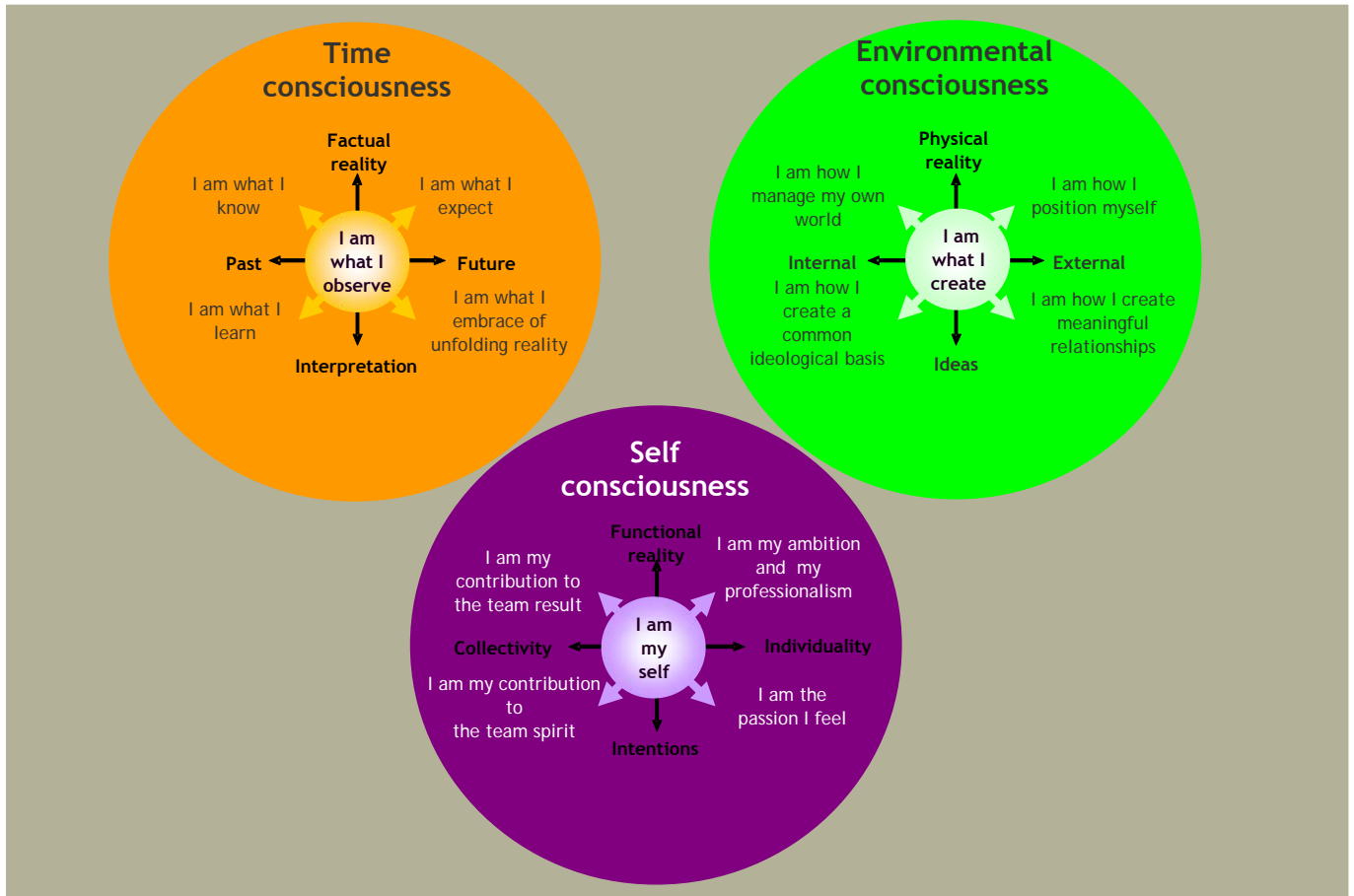
## The Symfoia-model

The Symfoia-model distinguishes between three domains of consciousness: time consciousness, environmental consciousness and self consciousness. In all three domains two polarities constitute a matrix: individuality versus collectivity and sensory observation versus intuition. The 3 matrices in the figure below show 12 'windows' through which human beings interact with reality. These 12 windows are shown as 'Symfoia roles' in the output of the diagnostic system.

The upper half's of the matrices describe our awareness of the material world: reality that can be measured and verified and objectively communicated ('logos'). The reality of ambitions, roles, interventions, negotiations, facts, planning. In short: the makeable reality.

The lower half's of the matrices describe our consciousness of the non-material world ('mythos'): the reality we feel intuitively, the reality that we can discover in a sincere dialogue, in story telling. In short: the non-makeable reality. The reality of 'what makes it tick', feeling at home, trust, ideology, curiosity, the ability to reflect on own performance.

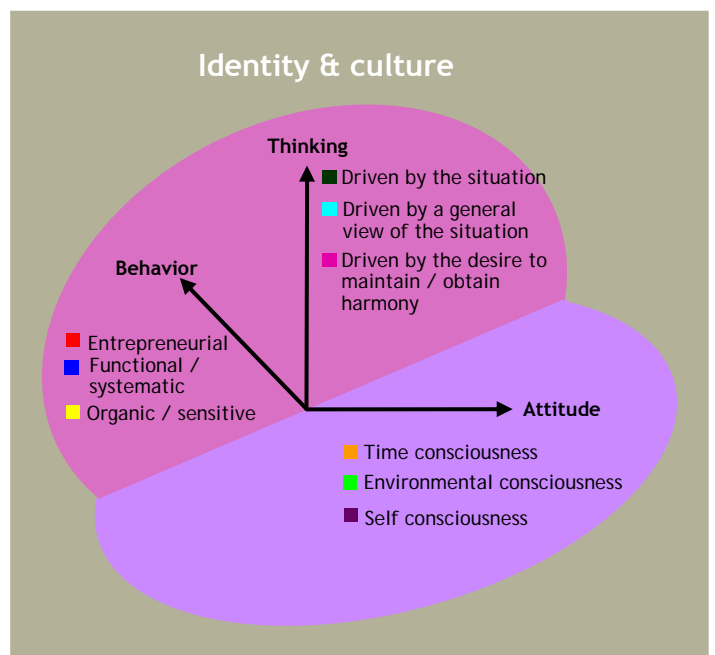
The figure below is I-centered. The same principle is also applicable for a team or for the organization as a whole.



### Vertical thinking

Attitude is defined as the relationship between time consciousness, environmental consciousness and self consciousness. Square to this axes, two other axes are defined: the way consciousness is manifestating in behavior and thinking. Now we have an integral, descriptive model of attitude, behavior and thinking.

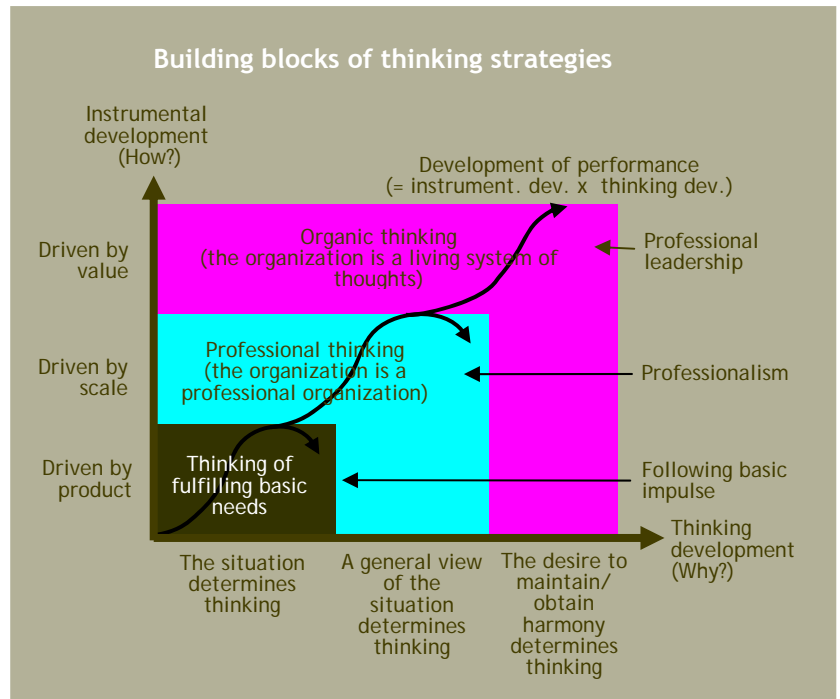
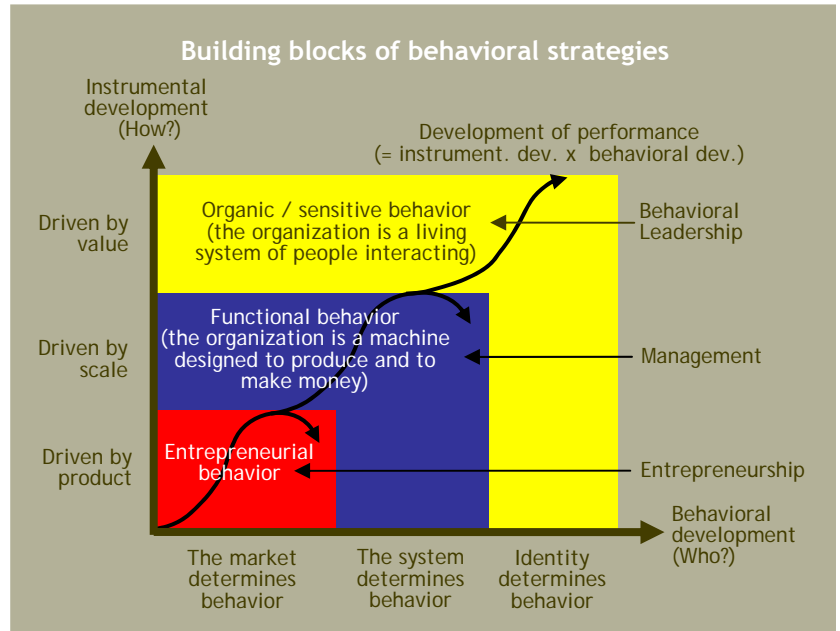
On the level of teams and the organization as a whole, the model describes how identity and culture is developing. Identity is defined as the 'inner side' of individual and collective consciousness. Culture is defined as the 'outer side' of individual and collective consciousness: what actually can be 'seen' as expressions of consciousness.



## Three levels of behavior

Individuals, teams and organizations have their own unique pattern of behavior in the way they react on changing circumstances. This behavioral pattern is build up by three distinct levels of behavior:

- Entrepreneurial behavior (red): proactive, developing initiatives, carrying the load, putting up a good performance.
- Functional behavior (blue): behavior that focuses on efficiency, economies of scale, quality, continuity.
- Organic behavior (yellow): behavior that focuses on value creation, the development of identity and culture. The organization is a living system in which blue and red paradigms are necessary to give the system stability and the power to adapt to changing circumstances. Yellow integrates red and blue.
- Examples of 'blue' instruments: financial & management accounting, ISO, Six Sigma, merit pay, management development.
- Examples of 'yellow' instruments: human capital accounting, continuous development of behavior, team reward, leadership development and the Symfoia system itself.



## Three levels of thinking

Individuals, teams and organizations have their own unique pattern of *thinking*, trying to get hold on unfolding reality. This thinking pattern is build up by three distinct levels of thinking:

- Thinking that is driven by the situation, pragmatic thinking (dark green): thinking that focuses on creating practical solutions and fulfilling basic needs.

- Thinking that is aimed at gaining an overview and better understanding (turquoise): thinking that focuses on coherence, logic, architecture. Thinking that is aimed at achieving higher professional standards.
- Thinking that is aimed at achieving harmony en connectivity (rose): thinking that assumes that an organization is a living system of thoughts ('memes'), constantly renewing, adapting and making new combinations. Thinking that is aimed at making sense of the organization and creating awareness of what an organization is really good at (core competence) . Rose integrates dark green and turquoise. As with blue en red, dark green and turquoise are necessary to give the system stability and the power to adapt to changing circumstances.
- Examples of 'turquoise' instruments: professional organization, professional certification.
- Examples of 'rose' instruments: dialogue, instruments for sharing knowledge.