

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 First Principle: A Cooperative Mindset

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

Am I naturally cooperative?

	1	2	3	4	5
1. I believe that the best way to succeed in work is through working with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. People would describe me as someone who enjoys supporting and nurturing others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. People would describe me as very cooperative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am always the first person to ask others if they need help.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I always behave to others in a cooperative way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Generally, I trust other people to do the best they can.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I believe that sharing my knowledge with others is important to the whole team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. It is important to me that people behave in a fair manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. People say that I am good at appreciating other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL

Is my team naturally cooperative?

1. Members of this team trust each other..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Team members cover for each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. On this team, people are pleased to help each other out.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. On this team, the best way to get ahead is to cooperate with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. On this team, people willingly share information with one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Around here, leaders encourage people to work cooperatively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. On this team, we are able to talk openly about the conflicts that arise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. We treat each other with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. We appreciate each other's talents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL

The First Principle: A Cooperative Mindset

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
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 1 = disagree completely

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

	1	2	3	4	5
1. Leaders are seen to cooperate well with one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. It is the norm to coach others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. We take social responsibility very seriously.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. We treat each other in a just and fair way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. People are assessed for their cooperative work when it comes to evaluating their performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Very competitive people do not flourish around here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. We use the word <i>we</i> more than the word <i>I</i> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. People are encouraged to spend time in conversation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Being able to work as part of a team is an important selection criterion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUB-TOTAL	
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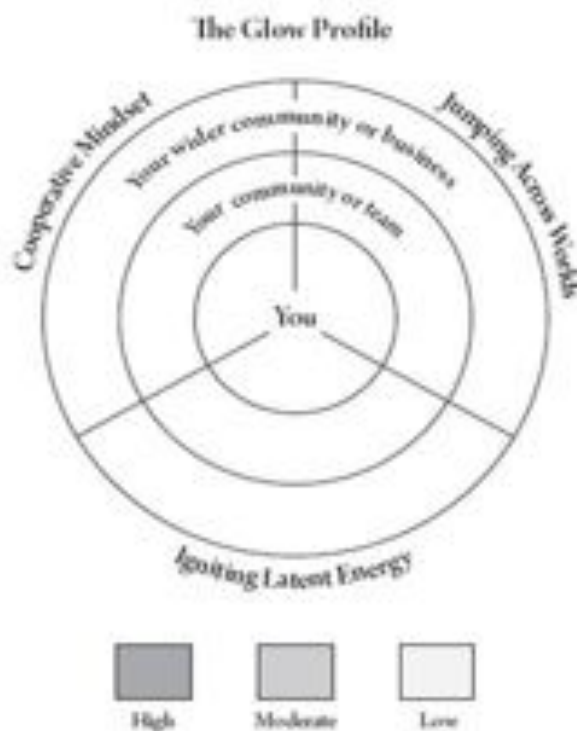
Interpreting the Glow Profile -

The First Principle: A Cooperative Mindset

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 'cooperative mindset' 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 First Principle: A Cooperative Mindset

Being able to cooperate with others is crucial to your capacity to *Glow*. In this document, you used the *Glow Profile* to determine where you stand with regard to your own attitudes and skills, your team's attitudes and skills, and the extent to which your company or community encourages you to be cooperative. From the profile you are able to determine which cooperative profile type is nearest to your own:

Profile Type A You, the team you work with, and your wider community are highly cooperative, which creates a marvelous opportunity for you to *Glow*.

Profile Type B You, your team, and the wider community are skilled in some aspects of cooperation, which suggests that Action 1, developing the daily habits of cooperation, will be crucial, while learning the art of conversation in Action 2 will also be useful.

Profile Type C You are fairly cooperative but find yourself in a Big Freeze of limited cooperation, which suggests that you need to first concentrate on building your own cooperative skills, but then think seriously about taking Action 3, acting on the "smell of the place."

Profile Type D You are not cooperative but find yourself surrounded by a relatively cooperative team and community, which presents a terrific opportunity for you to learn from others. Think about how Action 1, developing the daily habits of cooperation could make a real difference.

Profile Type E Neither you, your team, nor the larger community values cooperation --which gives you and your team a great opportunity to think about the effect this is having and together work on Actions 1, 2 and 3.