

# 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 Third Principle: Igniting Latent Energy

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 ignite latent energy?***

	1	2	3	4	5
1. I am always asking questions and am curious about how things are done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. People describe me as naturally interested in what's happening around me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have ideas about my work that I think are really important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I try to read as widely as possible to see what is going on outside my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. There are disciplines outside of my job that I find really fascinating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. It is important to me to know that my ideas are fresh and exciting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I seem to have a natural skill for exciting others about ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. It is important to me to leave time aside each week to think and talk about ideas unrelated to my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I really enjoy creating work that is exciting and interesting for others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>SUB-TOTAL</b>	<input type="text"/>
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## ***Does my team naturally ignite latent energy?***

1. On this team, we often question each other about what we are doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. It is not unusual for people on this team to come up with ideas that others find exciting & interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. We take time to talk to each other about ideas that excite us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. We often invite different types of people to come in and talk with us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. It is accepted that that we talk about the future and what we believe will be happening in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I feel that the tasks we do on this team are very exciting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I feel that the tasks we do on this team are personally meaningful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I believe our work makes a real difference in the lives of other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Our team sets aside time every week to create ideas for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>SUB-TOTAL</b>	<input type="text"/>
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# The Third Principle: Igniting Latent Energy

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***Is my wider community, business, or organization a natural igniter of latent energy?***

	1	2	3	4	5
1. Our executives ask questions that others find intriguing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Employees are given time to work on projects that excite them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I find the vision of this organization exciting and energizing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. This organization encourages employees to come up with innovative ideas and suggestions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I believe that senior executives listen carefully to the ideas we have.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. It is the norm to arrange workshops and "away days" where the agenda encourages innovation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Employees are encouraged to read widely and to meet with different types of people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Internal networks include people who are really interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The tasks I work on resonate with my own values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>SUB-TOTAL</b>	
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# Interpreting the Glow Profile -

## The Third Principle: Igniting Latent Energy

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.

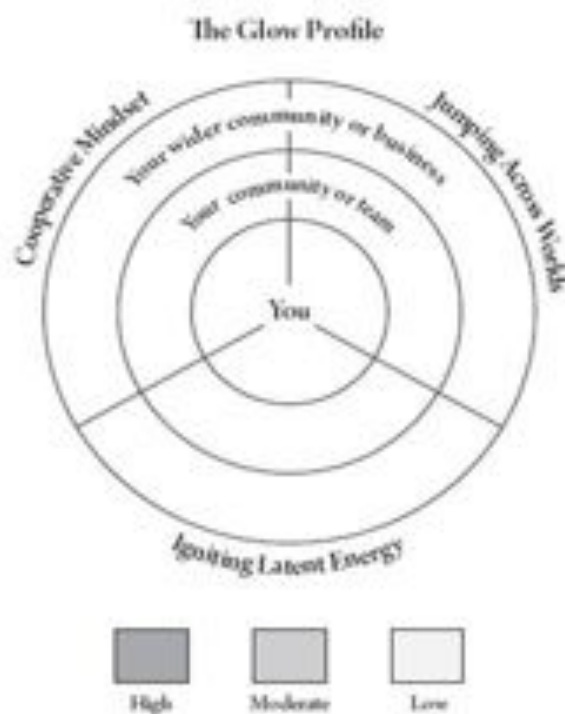
From the **Glow Profile Table** you will now be able to determine your high, moderate or low ratings in the 'igniting latent energy' segment. Then use different shades or colours in the **Glow Circle Profile** to indicate the level of cooperation in each area of your work life.

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 of High
E	Low	Low	Low

36 to 45 = high

26 to 35 = moderate

9 to 27 = low



### The Third Principle: Igniting Latent Energy

You **Glow** by engaging with what's important and meaningful to you. Without this connection, your energy rapidly dissipates. Latent energy is ignited by asking questions that spark energy, by creating visions that compel, and by crafting meaningful and exciting work. A place where no one is igniting latent energy is a Country Club, where everyone seems to be happy but no one is **Glowing**.

The **Glow** 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 ignite latent energy. 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 the wider community are very adept at igniting latent energy, which creates wonderful opportunities for you to **Glow**.

**Profile Type B** You, your team, and the wider community are skilled in some aspects of igniting latent energy, so the emphasis is on increasing the level of ignition in our team.

**Profile Type C** You are fairly adept at igniting latent energy, but you find yourself in a Country Club, where ignition is limited or nonexistent. Actions 7, 8, and 9 can all help awaken your colleagues from their torpor.

**Profile Type D** You are not a natural igniter of energy but find yourself surrounded by a relatively energized team or community, which presents a terrific opportunity for you to learn from others.

**Profile Type E** Neither you, your team, nor the larger community values igniting latent energy, which places you in a Country Club with low energy and little opportunity to **Glow**. Think about the effect this is having, particularly on innovation, and together work on Action 7, asking questions that spark energy, and Action 8, creating a vision that excites you and those around you.

## Contact Us

We'd love to hear about how you are getting on –  
please drop us a note at  
[lynda@hotspotsmovement.com](mailto:lynda@hotspotsmovement.com)

## Join the Movement

Register with the Hot Spots Movement today and  
enjoy regular updates about the news and activities  
of the Movement

[www.hotspotsmovement.com/movement/register](http://www.hotspotsmovement.com/movement/register)

## Watch the Movie

Check out this inspiring movie taken from Glow  
<http://www.bkconnection.com/glowing>

