

## One of the first true business applications for iPhone...

App-Store Launch: Q4 of 2009

### EMZINE PROFILER

Finding the right leader for your organization and community

Emzine Profiler helps you create a better understanding of yourself, your colleagues and your organization. Improve your effectiveness as business professional, identify the right leaders and create winning teams. The predictive power of Emzine Profiler will help you always stay one step ahead.<sup>1</sup>

#### Background

In a way, Emzine Profiler builds on the findings by Jim Collins, a leading author on corporate greatness. In two bestselling books, Collins first states that organizations can be “build to last” and that they can be managed from “good to great”.

Then, in a book published in 2009, nuanced by the sobering findings of his research team, Collins explains “how the mighty may fall” and “why some organizations never give in”.<sup>2</sup>

This revelation reminds of the findings by one of Collins’ famed predecessors, Rosabeth Moss Kanter. In the early 1980s, Kanter identified the change-masters of her era to see some of her larger-than-life examples sadly fail and eventually disappear.

Involving the natural and social sciences, the theory behind Emzine Profiler explains why organizations can rarely be build to last but generally only be grown to achieve. Organizations have lifecycles that may differ in length yet traverse universal stages of growth, decline and, occasionally, renewal.

Anchored in chaos theory and thermodynamics, the Emzine theory differs from the above epic reflections in that it goes straight to the behavioral guts of the miracle of organization. It lays bare the determinants of success and demise in a way that is perhaps less spectacular yet in reach of business professionals.

Nonetheless, Emzine Profiler and the Emzine theory compellingly respond to the hunch of Collins that corporate success depends on “key seats filled with the right people” by identifying and providing both the theoretical and practical means to accomplish this.

So, in a way, Emzine Profiler also goes beyond the findings of Collins and Kanter. Inspired by a novel theory of organization, Emzine Profiler renders diverse worlds of growth, decline and renewal each with its own problems, solutions and leadership needs.



<sup>1</sup> Pictures are illustrative and do not represent the final App

<sup>2</sup> Stefan Stern, *From good to great to fatal complacency*, The Financial Times, June 4 2009

## Research

Emzine Profiler hinges on some crucial research findings.

1. All forms of organization are ecosystems that consist of “behavior-pattern species”. They develop in at least four distinctive stages of emergence to minimize certain market- and human-inequalities as fast as the local circumstances allow.
2. Through past experiences, people develop comfort zones that correspond to a specific stage of organizational emergence.<sup>3</sup> Locked in by neural networks that grow in the process, people revert to their comfort zone when push comes to shove.
3. Leaders perform best when they guide an organization to a stage that corresponds to their comfort zone. Leaders are in the way of the development of their organization when it is ready to advance to a stage beyond their comfort zone.
4. Each universal stage of organizational emergence has its own problems, solutions and leadership needs. You can predict the next stage including its characteristic problems, solutions and leadership needs when the current stage is known.

*Emzine = Existential Manifold Zine*, the hidden area where co-evolving behavior-pattern species “write” the manifold of organizations that we observe.

## References

Books by Marc van der Erve, the creator of Emzine Profiler:

*A New Leadership Ethos – The Ability to Predict* (2008)

*A New Dimension of Time – The Future of Society* (2007)

*Evolution Management – Winning in Tomorrow’s Market Place* (1994)<sup>4</sup>

## Using Emzine Profiler

You can add multiple profiles of both leaders and organizations including your own and those of your colleagues and friends.

When you add a profile, Emzine Profiler asks you to complete a short questionnaire. After nearly two decades of research into the behavioral features of emergent organizations, this questionnaire could be condensed to just five questions.

Four possible answers are provided for each question. Answers are shown in the quadrants of a simple graph which conveniently also illustrates how the answers relate. To choose an answer, you tap in its quadrant then confirm it by tapping the Save button.

After you have added profiles of leaders and organizations, you can evaluate the fit between leaders and organizations through a compass-like device. Any combination of leader (or team) and organization can be assessed this way.

On the dial of the profiler’s compass, the current state of an



<sup>3</sup> Four primary comfort zones or leadership archetypes: Confronter, Transformer, Builder, Grower

<sup>4</sup> Doctoral thesis published by Butterworth-Heinemann, Oxford UK.

organization is shown through its colorful questionnaire scores. The angle of the profiler's compass needle shows the direction provided by a leader and the type of leadership.<sup>5</sup>

On the whole, no matter whether it concerns profit or non-profit organizations or even cities, regions and nations, Emzine Profiler helps you interpret the world around you and, in the process, become the "right" leader yourself.

## Typical Users

- Business Professionals
- Leaders, Managers
- Human-Resource Professionals
- Private-Equity Professionals
- Corporate-Banking Professionals
- Management Consultants, Leadership Coaches
- Executive-Search Consultants
- Party Officials, Politicians and Opinion Makers
- Electoral Representatives
- Employee Representatives
- Journalists

## Areas of Application

In Profit and non-Profit Organizations

*From corporations and government to political environments*

1. Assess whether the right person is leading
2. Determine the required profile of candidate managers and leaders
3. Search, select and present candidate leaders
4. Analyze and improve the mix of management teams
5. Improve the understanding of client- and supplier-organizations
6. Identify the conditions for future success in takeovers, mergers, and joint-ventures
7. Establish a common framework of reference about leadership and organization

## Terms & Conditions

The purchaser and user of Emzine Profiler accept the following Terms & Conditions

1. Preloaded examples do not necessarily represent the real-world situation
2. The user is responsible for the input quality and confidentiality of generated profiles
3. The developers do not accept any liability for damages resulting from the use of Emzine Profiler
4. Refund claims can only be based on inadequately working software

## Developers

- Design Specifications: Marc van der Erve PhD
- Technical Implementation: Silver Touch Technologies Ltd

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<sup>5</sup> Leadership archetypes are not shown yet in the provisional illustration of the profiler's compass.