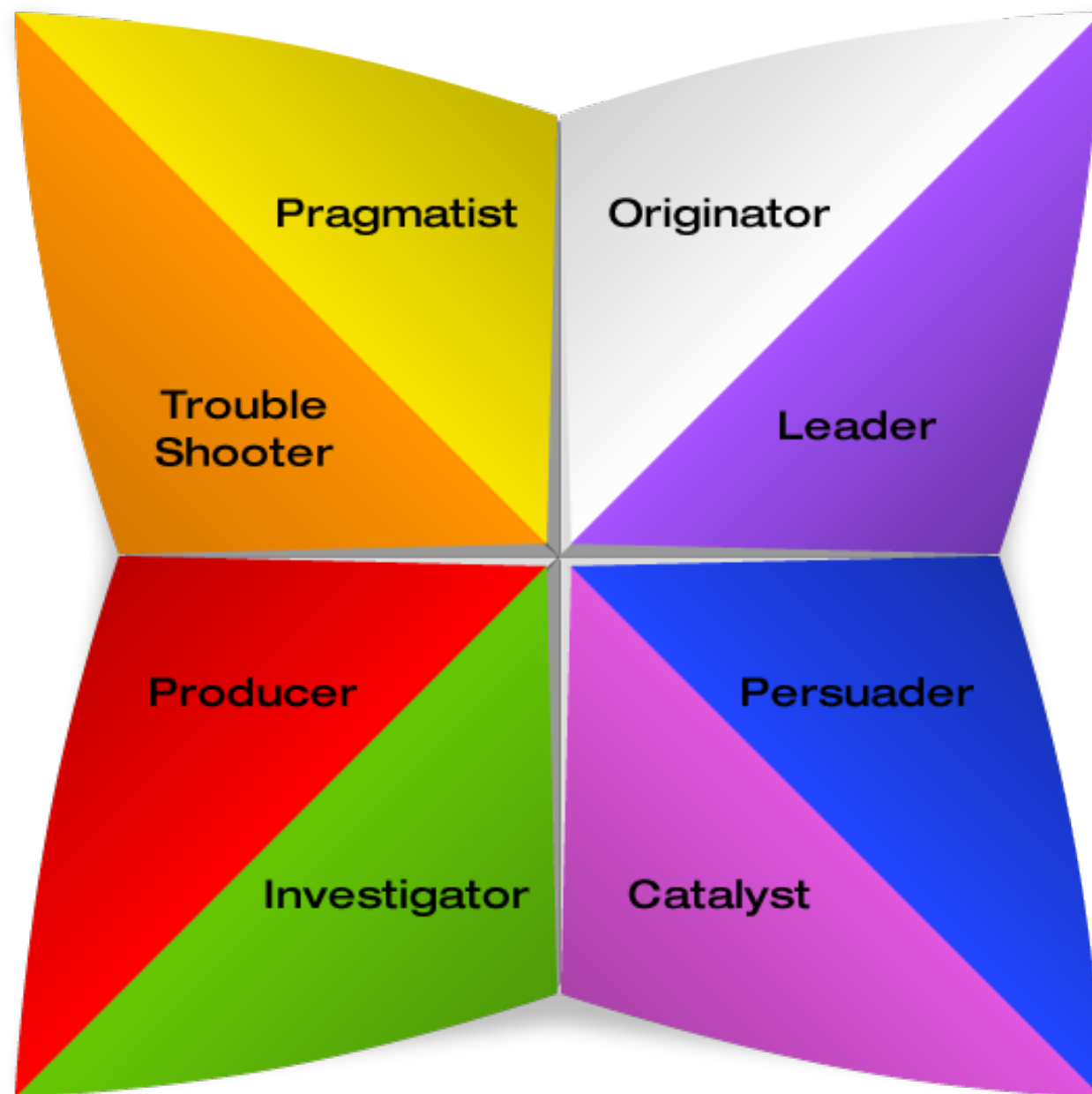


# Leading Yourself Through Change

## Case Study



## Summary

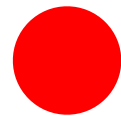
An HR Business partner worked with Decision Profile to understand how she could lead herself through change, in the face of significant, life changing personal circumstances. The Decision Profile was the vehicle to help her to evolve, adapt and enhance the choices she made and to maximise her potential for high level, strategic decision making.

# Leading Yourself Through Change Case Study

## Your Decision Profile can develop and change over time



An HR Business Partner was working through a period of significant change to her personal and professional circumstances



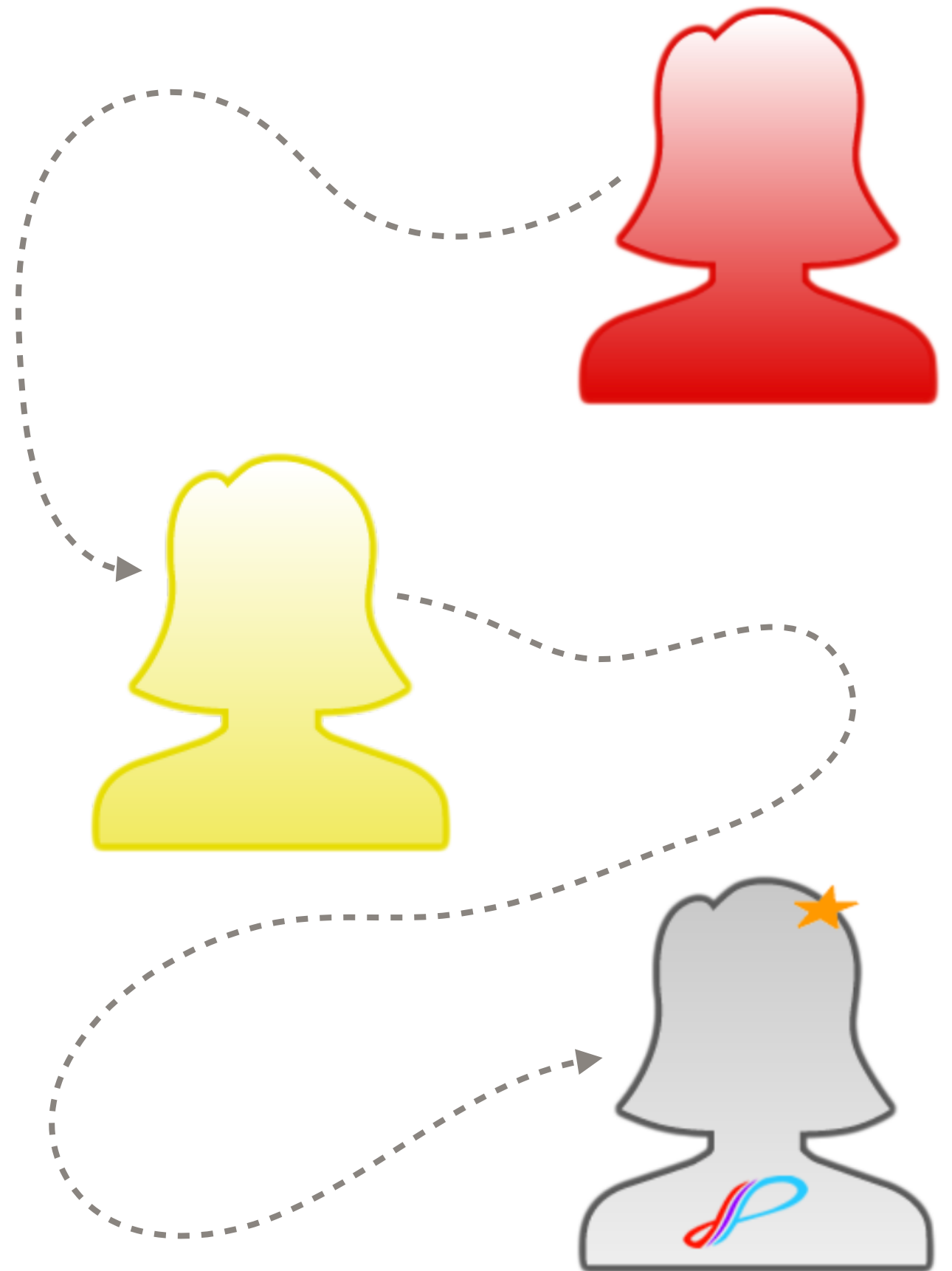
Life challenges were having a dramatic effect on her levels of self-confidence, trust in her instincts and her ability to make positive, firm decisions



The Decision Profile provided objective developmental feedback, and acted as a catalyst for her rediscovering her confidence and developing a more pragmatic and strategic approach to decision making



As a result, the HR Business Partner progressed significantly over a 5 year period, resulting in a more strategic, intuitive and creative decision making approach



Gemma was a young mother who was considering a return to work after the birth of her first child. Her confidence was somewhat undermined by her absence from work, the structure and security provided by her role as an HR Business Partner and her feelings of responsibility towards her baby daughter. Gemma had decided to train as a Decision Profile Licensee to broaden her skill set and to get back into thinking of the work environment in a focused way. She felt that adding to her skills at this point in her career would build her self-confidence; in turn helping her to bring new skills to her role and enabling her to contribute in a different way than before her maternity leave.

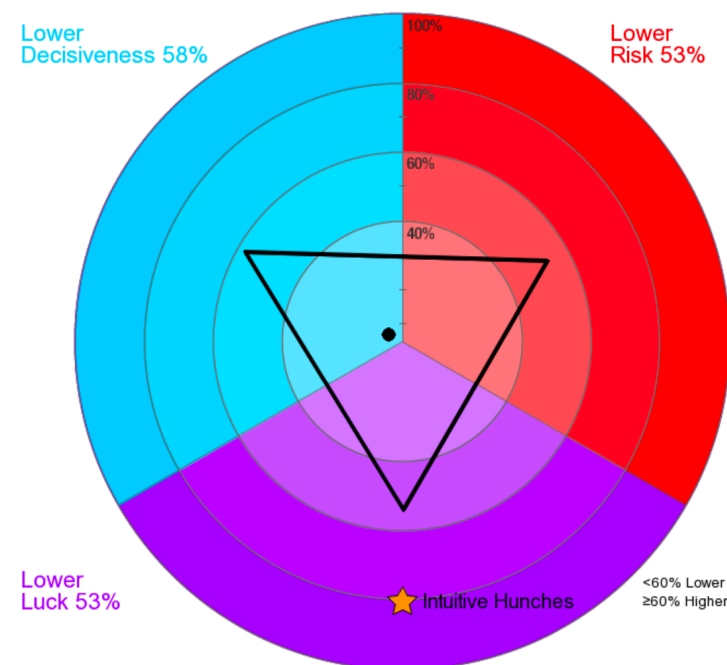


Fig1. Initial **Producer** Profile

Gemma had been introduced to the Decision Profile by her HR Director, for whom she had done some work on an interim basis. Her manager knew about the Decision Profile, as Thompson Dunn Business Psychologists had previously used the tool in support of several projects for his organisation; the recruitment of a Chief Pilot and a Head of Cabin Crew, and an Executive Coaching Programme for the Financial Controller. The HR Director himself had previously trained as a Decision Profile Licensee and thought that Gemma would be interested in the instrument - as both of these applications of the tool would aid her in her role when returning to work.

Gemma made full use of the Decision Profile on her return to work and in her subsequent shift to running her consulting business, when she took another career break to have her second child.

### 1st Intervention

2013 - **Producer** Decision Profile

Gemma first reported as a Producer on the Decision Profile which, at the time felt correct. After a complex feedback discussion, it was clear that her overall reported preferences - Lower **Risk** (53%), Lower **Luck** (53%),

Lower **Decisiveness** (58%) - had become somewhat depressed. During the feedback session, it became obvious that the reasons for her lower preferences could be attributed to her pre and post baby hormonal changes and her being at home for a long period of time; without the everyday challenges of work related issues.



As a young mother, Gemma had many decisions to make but they were deeply personal choices which required her to build her confidence in an entirely different area. Gemma suggested that she was trying to use her intuition “moment-to-moment” when dealing with her newborn baby, but not necessarily incorporating that intuition into her decision making at that point, for fear of “making a mistake” and potentially harming her child. As family were on hand to give support and advice, she was happy to rely on the wisdom and experience of others and learn how to manage her new situation in a “step-by-step and tried-and-tested” way.

*Are you sure this is the right thing to do?*

As such, Gemma was showing a fairly borderline level of decisiveness. In other words, she was not remarkably decisive. However, she concluded that circumstantial factors had influenced her Decision Profile at that point in her career, and that it was invaluable to have some objective evidence of what was happening to her decision making. It gave her tangible information that helped to explain to herself and others that she had mixed feelings and emotions about how to proceed with decision making and that this was largely circumstantial.

## 2nd Intervention

### 2014 - **Pragmatist** Decision Profile

Six months after her first Decision Profile Gemma completed a second questionnaire as a prelude to doing some work with an organisation and its teams. She planned to use Decision Profile in order to understand a team and how the different profiles influence team behaviours.

On this occasion, she reported as a Pragmatist - Lower **Risk** (58%), Higher **Luck** (75%), Higher **Decisiveness** (60%). An initial observation of Gemma's Pragmatist Profile showed two very prominent changes:

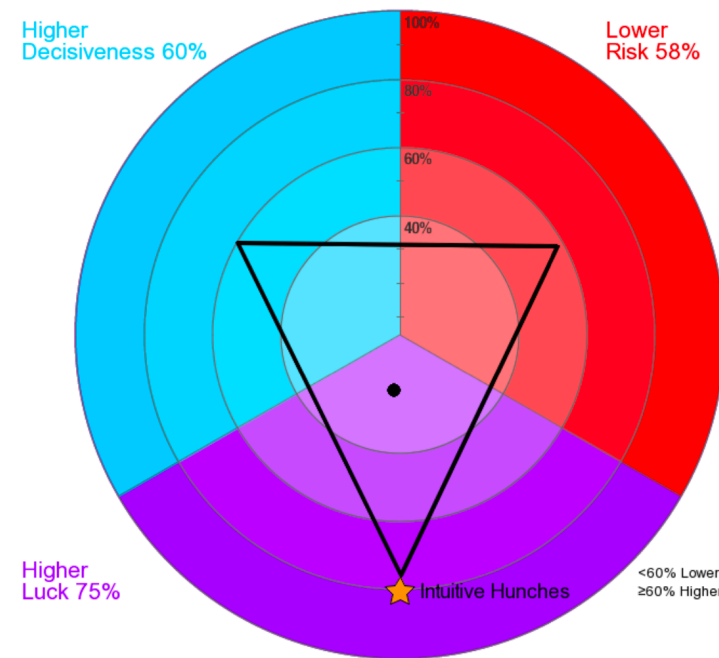


Fig2. Secondary **Pragmatist** Profile

During her second feedback discussion, Gemma was consistently more confident and clear about her work objectives and how she might achieve them. She appeared to be 'dressed for success' and ready to take on senior level responsibilities, as well as manage home/ life work balance and feel on top of her game.



"I think we should get on with it"

- She reported a significantly more optimistic approach to decision making - Sten Score 10 on the Unlucky Expectations - Lucky Expectations Scale (previously Sten Score 4 in 2013).
- She was also trusting and incorporating her intuition in her decision-making. Her level of self-confidence and trust in her instincts had improved considerably when making decisions.

Her approach to her role as a Senior HR Manager was to be optimistic, expect success and use her capacity to be both enterprising and organised in looking at 'what' needed to be done to efficiently deliver results. Gemma became a calculated risk-taker who was pragmatic in achieving results and able to deliver on the ideas of others - notably her senior colleagues and the executive board.



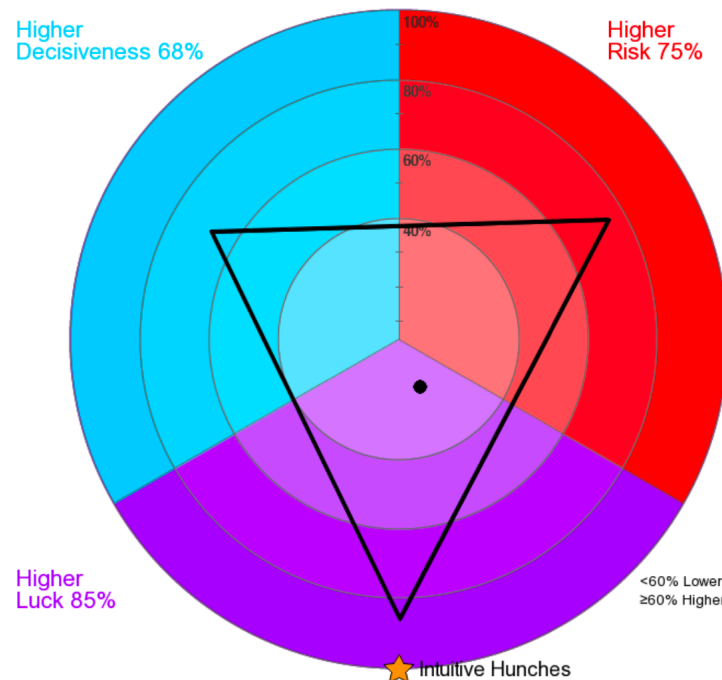


Fig2. Final Originator Profile

### 3rd Intervention

#### 2018 - Originator Decision Profile

Having taken a second career break, partly to have a second child and also to care for an ageing and sick family member, Gemma once again came back into the workplace and wanted to assess how her various life experiences and changes had impacted on the way that she made decisions.

On this third occasion, she reported as an Originator - Higher Risk (75%), Higher Luck (85%), Higher Decisiveness (68%).

In the five years since Gemma first engaged with the tool, her life had changed considerably and, as such, did her Decision Profile. She now reported as a much higher and more strategic risk taker. Continuing her progress from Producer, through Pragmatist and on to Originator, she was now much more risk seeking (a shift from 53% to 75% overall) and more optimistic (a shift from 53% - 85% overall); being more positive and acknowledging the role of luck and incorporating her intuitive hunches to move her life and decision making forward.

Gemma now made much speedier decisions, but at times still found some occasions where she became stuck in the face of complexity or uncertainty (Sten Score 3 on the Rigid Indecision - Firm Decisiveness Scale). This presented her with the opportunity to continue to reflect upon and refine her decision making processes, so as to maximise the impact of the choices she makes.

*"Rules - what rules?"*

Gemma progressed significantly in that 5 year period, opening herself up to more risky opportunities and being more confident and creative in terms of finding solutions.

During a couple of recent mentoring conversations regarding her current thinking and future ambitions, the following observations have emerged: As a Senior HR Practitioner, Gemma may well be seeking to make a career change. Having done corporate HR leadership for quite some time, and been stimulated by her decision to qualify and use the Decision Profile for herself and with others (both individuals and teams), she is now thinking about following her interest in Leadership and Development. Willing to risk working as an Interim HR Leader and as an Independent Consultant, rather than for a large corporation, she feels more able to express herself and her creativity. Optimistic and intuitive, she feels ready to launch her career in a new direction - her Decision Profile development in action!



**Pat Thompson**  
**Managing Director**  
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