

# Human Being Management

People in organizations



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We further accentuated the product line and its area of application. Furthermore, we indicated the relation between individual, team and organization in one Circle of Change.

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# Human Being Management

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2<sup>nd</sup> revised edition



# Contents

<b>Preface</b> .....	4
<b>What is Human Being Management</b> .....	8
The HBM philosophy .....	9
HBM and the modern organization .....	11
HBM: Structure, Culture and Nature .....	14
<b>What can Human Being Management do for you?</b> .....	18
HBM and change .....	19
The handy HBM model: Circle of Change .....	20
The construction of the Circle of Change .....	20
<b>HBM and the possibilities of the entire person</b> .....	30
Internal strength .....	32
External strength .....	32
Internal potential .....	32
External lee .....	33

<b>The HBM organization</b> .....	34
HBM and the individual.....	35
HBM and the team .....	37
HBM and the organization .....	41
<b>HBM and its implementation</b> .....	44
<b>HBM and self-aware ® leadership *</b> .....	48
<b>On your way to a HBM organization</b> .....	52
What is in it for you?.....	53
A concrete step-by-step plan .....	54
Going through the Circle of Change .....	58
<b>Prologue</b> .....	60
<b>List of words</b> .....	62
<b>HBM implementation</b> .....	66
The ACT ® product line .....	67

\* Note translator: self-aware is a newly created term by the translator and ACTME, indicating that one is consciously aware of one-self.

HBM believes that **people have value.**  
HBM does not believe that people are a  
resource

## Preface

The average employee in the Netherlands has a difficult time. Research (TNO 2014) indicates that people suffer from stress (currently 1 in 8 Dutchmen), people are depressed for a longer period of time (1 in 5 Dutchmen) and this annually costs about 4.5 billion euro. From that point of view, this booklet arrives just in time.

Human Being Management (HBM) has attention for the entire person instead of having attention for just its resources. If a person can be aware of his or her unconscious drive, then he or she is better able to deal with stress factors and this will cost him or her less energy. This will also cause that one will function better in one's private life and in an organization. That is what this booklet is all about.

The question that kept coming up again and again from our position as coach and change manager, made us creating this HBM philosophy. This question is: What makes people behave the way they do?

This question became topical for both of us in different periods of our lives ...

- ▶ *Ed who developed – since he was educated as an electronic engineer/ physicist – a beautiful artificial respiration device for babies who were born premature and then realised to his dismay that the device, after being purchased by a major company, was destroyed with the argument that the device would be too much competition for their current product line in the medical branch ...*



### **TNO researches burn-out and depression**

*Zeist – the pressure of work in the business sector increases with major consequences for the health of the employees.*

*About 1 in 6 employees suffers from burn-out problems and depression. It appears from research that TNO published last Friday that employees collapse more often because of the pressure of work that is too high and this costs the business sector annually about 4.5 billion euro.*

*Even though people often believe that people who are highly educated and people who perform mentally severe work.*



- ▶ *Rudie, who was an interim manager for years heard, after she believed to have finished a great process of change together with many enthusiastic employees that a new interim manager was appointed who chose a direction in the complete opposite direction that Rudie had chosen before and everyone went along with this, without putting up a fight ...*

This booklet is therefore about people in organizations; why they behave the way they do.

Therefore we wrote this booklet. The foundation of this booklet is a proper research of the psychology of experience and the experience of change. The philosophy can be applied on any moment, for every person and in any organization. It will require only one thing and that is guts. Guts to regard ourselves differently and to regard our organization differently. It demands thinking outside the box and to be able to colour outside the lines in your colouring book.

If you are really going to apply this philosophy then this will make the difference and each next day will be a colourful day; even if things do not go as planned. Please read this booklet with an open mind. Experience it, live it, reject it (temporarily) and then discover the power of Human Being Management.

Ed Baas and Rudie Nijhof  
The Hague, 1 January 2016

We do not burden one person too much,  
but we burden **a too small part** of all  
each person

## What is Human Being Management? (HBM)

Discovering the entire person is the foundation of HBM. The entire person is Cognitive and Unconscious. However, we see and use only the small conscious, cognitive part. And nevertheless, we believe that this is major and sometimes even grand and therefore we use and experience only a small part of our possibilities.

## **The HBM philosophy**

Human Being Management (HBM) is a renewing management philosophy that stimulates people in organizations to enhance their awareness and their decision scope by means of introspection and to take responsibility for this. This way, people will become happier and organizations will become more successful.

*This sounds odd, since introspection and happiness are not often linked. They are linked though in HBM. By getting to know yourself better and by getting to know each other better, all kinds of new possibilities will arise or in other words; behavioural alternatives will arise. Apart from this, HBM connects the concepts happiness, efficiency and effectiveness as upbeat for success. Success in organizations is therefore linked to the happiness of the employees. This is the ultimate win-win situation. It is not more complicated than this.*

It appears from research that pressure and stress are experienced if an organization uses a lot of adapted behaviour. (In the list of words on page 62 an explanation of the terms used is added). Adapted behaviour is behaviour that a person shows, but that is basically not suitable with this person's personality. You acquired this behaviour once, for at that moment in your life it was necessary. This mostly happened in your early childhood. This adapted behaviour looks effective at first sight, but it deforms under pressure and in the long run it leads to problems in the shape of sickness absence, mental absenteeism and it may even lead to burn-out. Insight into this (personal) drive makes talent flourish,

► What is Human Being Management? (HBM)

it will decrease stress and absenteeism and the effectiveness of actions will increase.

*When people, metaphorically speaking, keep working against themselves – no matter how good they sometimes are at this – this will end up in a battlefield. You cannot continue to step on the gas endlessly and (unconsciously) simultaneously step on the brake.*

HBM is a philosophy, a way of looking at people in organizations. By looking at the entire person with all his or her talents and possibilities but also with his or her adapted behaviour, we zoom in on their truly added value. It is going from 'resource' to 'person', from 2D to 3D and from black and white to full-colour. HBM can be simply implemented, for it is based on personal development. It does not focus on 'all singing from the same hymn sheet', it does not focus on new structures, more rules and more hassle, but it focuses on 'each takes one's own responsibility'. This way, rules and structures can be limited to an effective minimum and therefore everyone can take up his or her own part in the organization.

For let's be honest, leaders are being paid to formulate strategic ambitions and managers have to set clear aims and create clear conditions within those scopes, in order for all employees to really get to work. How is this organized in your organization?

## **HBM and the modern organization**

In the continuous dynamics that companies are in, the focus is more on innovation than before. A product used to last for a long period of time; it was difficult to copy it and it had added value. Since people get more and more repetitive tasks (that actually can better be done by machines), the demands set on employees are increased further. In this day and age therefore the focus is on the person that is able to do many different, unique tasks in a short period of time, in such a way that this produces return and added value for the organization. The manager, on the other hand, has to manage more and more people with unique tasks and parts and therefore the role of the manager has become more complex. Each person has more and more his or her personal domain of knowledge, experience and qualities. Therefore, the manager has make use less and less of his or her own unique knowledge to use as management tool in the team and/ or the organization. The manager, therefore, needs to find a new way to be both managing and binding for the group.

► What is Human Being Management? (HBM)

This is only possible, based on the philosophy of HBM, if people in organizations can deliver their added value. People should get the opportunity to take responsibility for using all their talents. This will require of the management to have a sincere interest in themselves (who am I really?) and a sincere interest in 'their' people (who are they really?). Apart from that, it demands of the management to stick to its role. If the manager tends to take over the responsibilities of the employees then there will be role entanglement; the classic tale of the best student in class. This role entanglement can easily lead to a competitive element in the relationship between the manager and the employee. The employee feels not appreciated and withdraws. This is the paradoxical effect of HRM.

Wanting to see the entire person in order to try to understand each other's behaviour combined with a clear positioning of roles, tasks, responsibilities and authorities that is a solution based on HBM.



Role entanglement between the manager and the employee

*How does this work in your organization? Is the management rewarded because it comes up with suitable solutions in the form of products, designs, concepts or advice, or is the management rewarded because it enables its people to use their mental capacity and their work capacity?*

**HBM changes your organization for several reasons:**

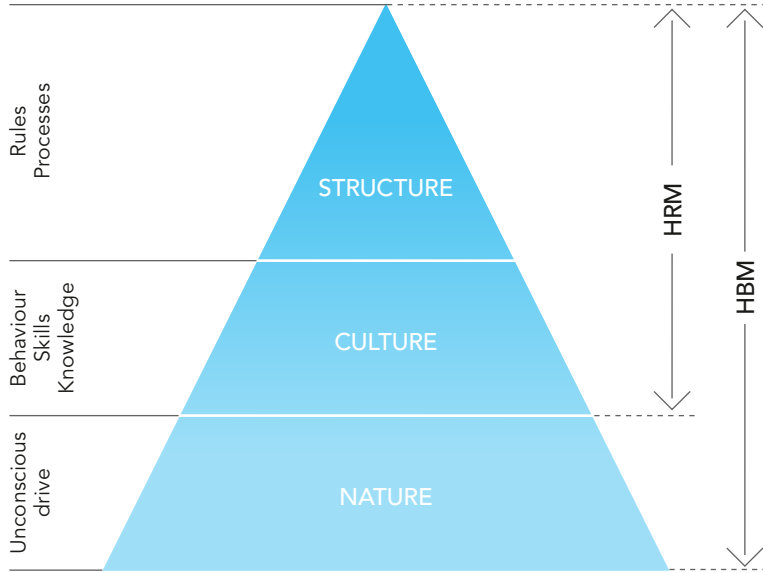
- HBM provides insight for the individual into one's unconscious because of introspection and therefore the individual is able to better use one's qualities.
- HBM provides the manager with insight into managing based on output and therefore solutions will make room for criteria to which the solutions have to comply to.
- HBM stimulates employees in taking responsibilities and therefore searching for the solution via criteria is actually done and executed.

### **HBM: Structure, Culture and Nature**

Employees are the most important factor for a successful organization. Simple logic states that organizations cannot exist without its employees. Their devotion, knowledge, attitude and concern make that their task and roles are executed efficiently and effectively. If this is not good enough, then structures, rules and regulation are adapted in order to get the process properly going again. This can only happen if we see a person as a 'resource': people have to adapt to be able to get along in the new structure. The round person has to fit in a square hole. As the employees become 'more square' and they have to make more and more mistakes, the new rules are set in order to enhance the effectiveness of their actions. These choices seem logical, but in the long run they lead to problems such as employees dropping-out, people who are no longer interested in their job and decreased effectivity. HBM says: these change mechanisms are old-fashioned and out of date. The system gets stuck regarding her possibilities.

HBM states that the current problems in companies can be managed better and more effectively if we do not see a person as a resource any longer, but as a 'Being' in the broadest sense of the word. Who is 'round', remains 'round'. For this, however, knowledge is necessary of the person with regard to which the entire person is taken as a basic assumption and not just the person as a resource. The human resource approach means that we do not take the risky and adapted behaviour of people into account and we also do not take their latent talents into account.





► What is Human Being Management? (HBM)

HBM as philosophy is unique since the entire person, in accordance with modern psychological insight, does not only consist of a conscious part, visible in behaviour (the upstream), but it also consists of an unconscious part (the undercurrent).

*In current management literature concepts such as 'motives' and 'underlying motivation' are used. These concepts are all familiar for all, but they are always about behaviour and never about what we can come up with, with our minds. Even if we talk about 'gut feeling' then we still talk about cognition. This demands a genuinely different approach in order to reach you truly unconscious drive of your behaviour. This is what HBM is about.*

HBM sees both the unconscious as the conscious as a foundation for change. This leads to the fact that we are going to find a new layer in the person and in the organization. Apart from the familiar layers Structure and Culture, we herewith introduce the layer of Nature.

**Structure**

The *Structure* organizes the desired culture by means of rules, procedures and agreements and also by means of process description and very practical matters such as the decoration of the office and the accommodation.

**Culture**

The *Culture* is that which we can see in an organization or that we can cognitively observe such as knowledge, attitude, behaviour and skills.

**Nature**

*Nature* drives Culture and consists of all (mostly) unknown and unconscious motives of people who, as said, mainly arose in our childhood.

*Does it seem odd to you that we go back to our childhood to understand why people in organization behave the way they do? Do you recognise 'the director who raises his voice in order to emphasise his authority?' Is that really different from the father who tries to control his family?*

HBM believes in people who **dare to have a close look at themselves**, HBM does not believe in people who close themselves off

## What can Human Being Management do for you?

An organization where employees can show their real talent. An organization where decision scope is actually enhanced and where the organization can delegate responsibility based on trust.

You can apply HBM to anyone and in any organization. It will give you and your organization more strength, since it will expose the acquired hindrances and the latent talent of the employees. This is a treasure of directive information for your organization. Because of this, the employee can actually start to develop himself or herself and this way grow into the part of internal entrepreneur.

*Of course, you will have talks about development with the employees that will be laid down in personal developmental schemes. But what do we actually want the employees to develop? Could it be that you ask things of your employees that do not belong to him or her naturally, since you do not know whether this is natural behaviour of the employee or adapted behaviour and you may therefore miss out on the actual talents of this employee?*

### **HBM and change**

It is not easy to really see your employees for who they really are. The reason for this is that employees tend to characterize themselves by their adapted – that is acquired – qualities and they often do not know themselves what their actual potential is. You try to match this with their role and task within the organization while you basically also do not really know who you are yourself. In other words: you try to solve a mathematical formula with too many unknown variables. Now we know that we are not yet free regarding our behaviour. We thought we could decide freely and act freely, but no; unfortunately there are unconscious fixed decisions and opinions that determine our behavioural pattern.

**It is HBM that enables us to discover the unconscious patterns and to make these patterns known in such a way that their influence becomes visible. This effect cannot be appreciated enough since – for this is our experience with HBM – the employee is because of this able to:**

- Reflect on a conscious level and on an unconscious level.
- Become aware of negative inhibiting factors.
- Discovering of latent talent.
- Enhancing one's decision scope.
- Taking actual responsibility.

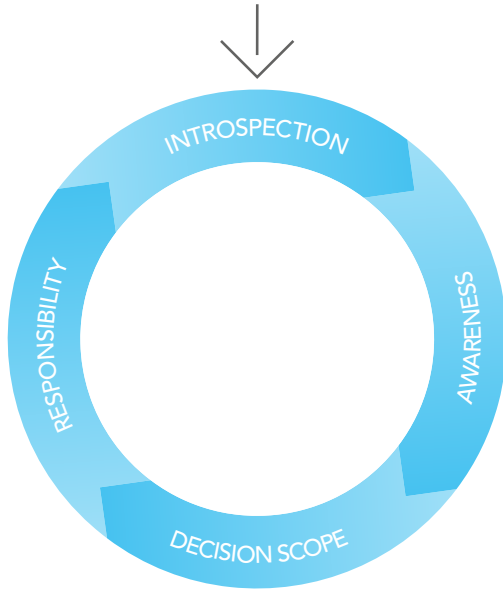
### **The handy HBM model: Circle of Change**

*HBM has developed a handy model that can be applied immediately everywhere in your organization. We call this the Circle of Change.*

*The application of the Circle of Change can be used top-down but also bottom-up. A precondition is though that there is enough support on the level of decision-making. The growth of the employees will benefit from a reliable and consistent environment.*

### **Construction of the Circle of Change**

The Circle of Change is a concept of change that is based on the personal development of people, on a conscious level and on an unconscious level, linked to the purposes of the organization. It is a continuous process in which we constantly go from introspection to awareness and this way we increase our decision scope. This will result in taking responsibility.



*Why do we talk about change? Is this model only applicable for processes of change? No, HBM states that everyone changes constantly always and everywhere. Living and working are continuous processes of change. We do not have a choice. Just look at nature, a standstill basically always means decline.*

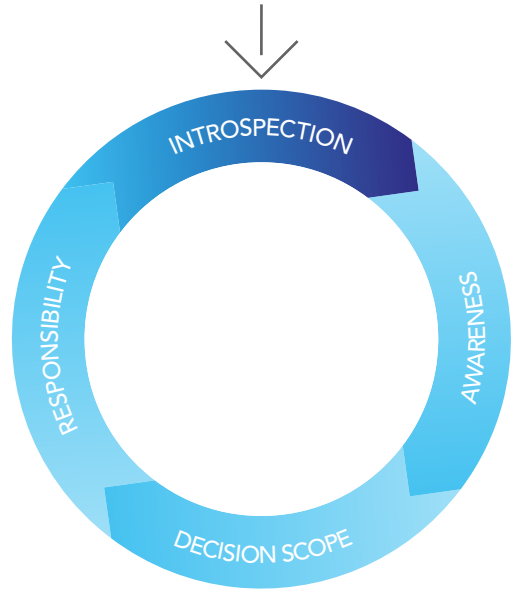
### **Circle of Change: Introspection**

It all starts by introspection. This is a conscious choice. Without the ambition of introspection a follow-up step is not possible. You may possibly now think: *"I already do this, I do not need this anymore."* This is understandable for the term introspection is used all the time. Acknowledging once that it was not such a good idea to insult that colleague or acknowledging that it was not a good idea to hand in the documents after the deadline is praiseworthy, but this is not introspection. Introspection is really want to inquiry after who you are on an unconscious level, no matter how scary this is and no matter what the consequences are.

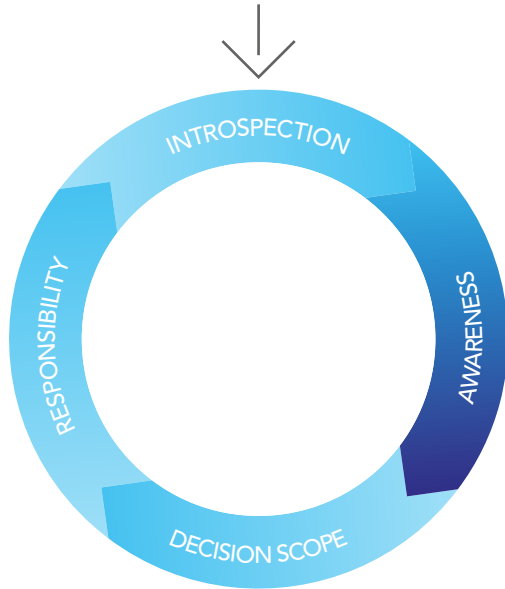
► What can Human Being Management do for you?

Based on the HBM philosophy you will go down one more layer. You will go from 2D to 3D and then introspection is essentially different. Here it is about introspection on our unconscious actions. For this introspection you will need curiosity and courage. The third dimension is acknowledging that what drives us is based on acquired patterns from the past. It is no longer about what you know about yourself from your memory or cognition, but what you do not know any more about yourself – the knowledge you lost – but that still has a huge influence on your actions today. This is a maximum difference!

This makes that HBM cannot be regarded from the usual common HRM frameworks that we are so familiar with. It demands a different way of thinking and of regarding matters, since we constantly look at the entire person (conscious *and* unconscious). This way, introspection will never be the same again, awareness will be a liberating concept and decision







scope will be a new term. These new insight enable you to make decisions better (that is: more objectively) and they give responsibility a deeper and richer meaning.

### **Circle of Change: Awareness**

The introspection creates room for awareness. During the introspection process on the unconscious actions there will be a moment that you will 'understand' in what way certain behaviour was acquired and what the cause or foundation of this is. You investigate your unknown parts and you recognise that there is a lot about you that you did not 'know'. On this moment we speak of awareness. Awareness is absolutely enduring: an unconscious part of yourself is added to the conscious part by means of introspection. It has become part of yourself. Therefore, it has become enduring. That is why HBM, once implemented in the organization, is lasting. The employees who have learned to reflect on their unconsciousness will never lose this again.

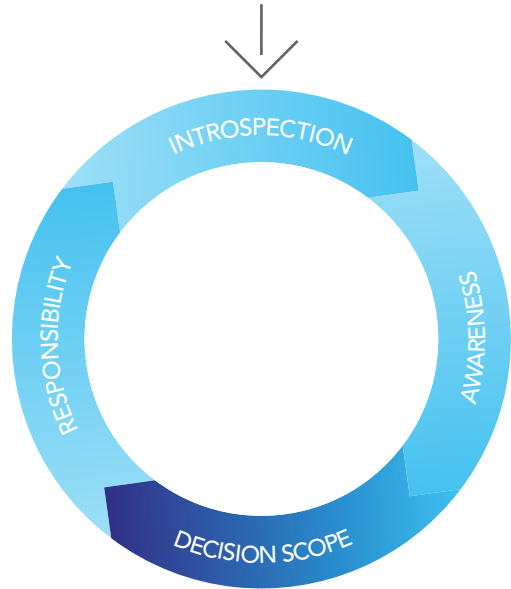
► What can Human Being Management do for you?

### Circle of Change: Decision scope

After we have reflected and have gained more awareness, we continue the personal development by looking at our decision scope.

*Decision scope within HBM is an important concept. What does it mean exactly? It means that we gained more freedom of choice. Before the awareness we made decision automatically. We chose that what we had acquired. Now we chose consciously and we do not mean by this the superficial term 'conscious' that is used in commercials.*

Because of the previous two steps we can now look more consciously at the way we take decisions, where this comes from and we can judge this. Initially, you did this without having a clear insight into yourself, but this changed after introspection and awareness: you now judge and decide based on



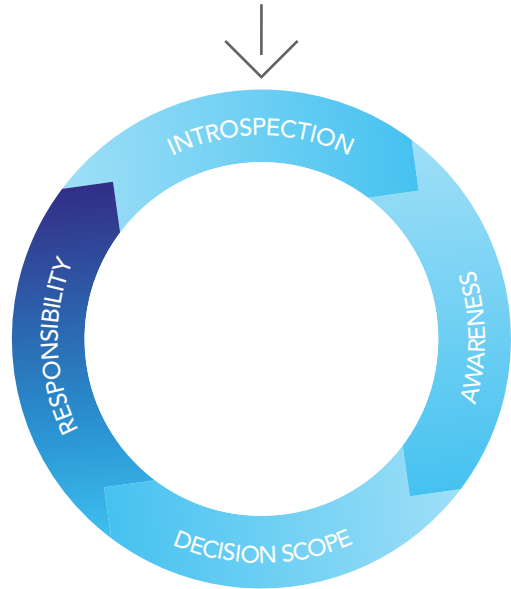
a broader awareness. With respect to this a special effect occurs: You learn during this process to reflect on yourself first in case of a conflict or when you are annoyed. This will provide an important contribution to the effective and efficient functioning of teams. There will be more harmony, not because there are less problems or contradictions, but because people will no longer project them outwardly. (In other words; people stop blaming others. Because of introspection they get rid of their biggest hindrance.) HBM therefore creates a bigger sense of responsibility, a better cooperation, fewer conflicts and more harmony for further optimizing of the teams.

*Jung once wrote that projection changes the world in the unknown face of yourself. This is a brainteaser. In everyday language projection means that you, as soon as possible, blame someone else for that which upsets you.*

► What can Human Being Management do for you?

### Circle of Change: Responsibility

Now we can actually change the process of changes into focused action. This is again a conscious choice; you go from unconscious incompetent to conscious competent. If the circle stops at the point of developing the decision scope then this will lead to conscious incompetent behaviour: The person does not take responsibility. The employee that goes through the process of introspection is in the end able to take more responsibility for his or her actions. This is a change that should not be underestimated. For this is not about the regular manner of taking responsibility – just as when we discussed introspection that was not about regular introspection either. The regular way of taking responsibility means executing a task and within the set boundaries this responsibility is then actually taken. This is the current HRM practice.



Within HBM the responsibility is less defined by rules and boundaries, but more by the choice to want to supply one's natural qualities to the organization. This means a clear change. The management can therefore delegate responsibilities deeper in the organization. It is now really possible to manage the employees based on output and the employee can, based on clear criteria, take his or her responsibility and use his or her talent optimally. This way, the management does not direct focused on solutions anymore, but it directs on criteria that the solution has to comply with, since the employee deals with his or her responsibilities more consciously.

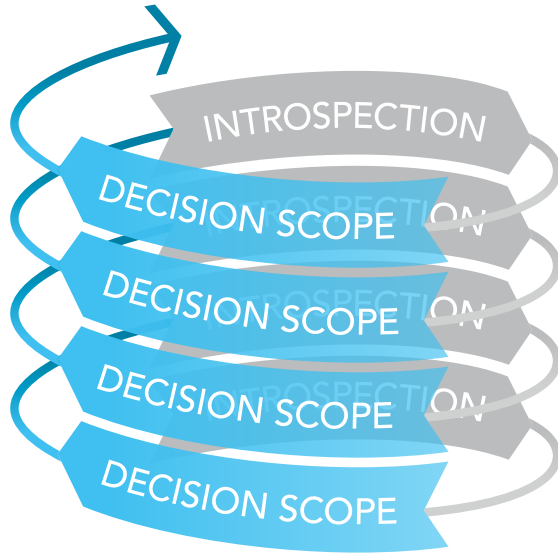
*Responsibility leads to entrepreneurship. If you know what your qualities are and which possibilities you have, but if you also realise what your hindrances are, then you can – as a matter of speaking – make the organization an offer. "This is what I can supply, this is what I need in order to do supply it and this is what it is worth." That is internal entrepreneurship.*

Responsibility that arises from introspection is genuine responsibility

► What can Human Being Management do for you?

The Circle of Change is now round and can start again but this time at a higher level. This process of, again and again, going through introspection, awareness, decision scope and responsibility is a continuous process of change and improvement. As the responsibility of the employee is developed further, the organization can give more responsibility and authority to the employee. The employee will feel responsible for his or her contribution to the bigger picture and will not limit himself or herself to just doing his assigned task. The organization will therefore gain more strength and balance. Apart from this, stress factors will decrease and therefore the mental absenteeism, sickness absence and burn-out will also decrease.

Going through the Circle of Change is not easy the first time. It is still unfamiliar this Introspection, for a person is used to looking outwardly instead of looking inside oneself. This time one cannot go there by thinking hard as if it were a difficult question. Time and time again it is stressed; HBM introspection has nothing to do with intelligence, thinking hard, contemplating seriously, talking about the topic a lot etc. It is the introspection on your non-cognitive part. Therefore you will feel, while going through the spiral that you reach no result (or hardly any result) at all, for you are 'over and over again confronted with the same matters'. This is not true: It may be the same process, but at a far more developed level!



*For reasons of clarity, the concepts 'Awareness' and 'Responsibility' are not illustrated in the adjoining image of the spiral of the Circle of Change.*

HBM believes in people who **want to develop**, not in people who do not want to learn anymore

## HBM and the possibilities of the entire person

It seems as if the entire person can learn anything, can start anything and can do anything. But these are concepts of the cognitive person. The entire person knows oneself in such a way that he or she accepts his or her limitations and develops one's latent talents. This is new and as we shall see, it is not a hindrance at all!



We apply HBM because we believe in the possibilities of the entire person. Therefore, HBM distinguishes between Internal strength, External strength, Internal potential and External lee. This distinction is very innovative and relevant, since this focusses on the unique added value of each employee. This is innovating within the meaning that HRM believes that everyone should basically be capable of learning anything.

If we use enough knowledge, rules and restrictions, then a round person will fit into a square structure without problems. This is what HBM regards as a major risk factor: Areas where you as a person are forced to show adapted behaviour and where you weaken yourself instead of making yourself stronger. HRM only sees the behaviour of the person, but HBM sees the entire person. Therefore, HBM prevents that a person has to adapt oneself too strongly. Psychological and physical problems of employees increase if we do not take this important phenomenon into account.

The terms Internal strength, External strength, Internal potential and External lee will be explained further in the following section.

- ▶ HBM and the possibilities of the entire person

### **Internal strength**

This is the area where a person achieves optimally. These are the competences that were developed and that also suit the person naturally. These are, therefore, one's actual qualities. They give you energy and they make that a person acts based on internal motives. Pressure and/ or stress factors do not influence the quality of this type of competence. Organizations can develop enduring if employees use their natural competences.

### **External strength**

This is the area where someone has developed powerfully, but that does not match the internal level of this person. We call this adapted competences. These are real competences and someone can even be extraordinary good at this. Unfortunately these competences deform when the person is under pressure. An example of this: decisiveness is a nice quality. Under pressure this quality, however, deforms into being reckless. The cause of mental absenteeism, sickness absence and burn-out should therefore be sought in too much external strength.

### **Internal potential**

This is the area where a person can develop optimally, since the competences match a person naturally, even though they are not yet developed. These are latent competences that often develop quite quickly. These are lasting qualities. Developing these qualities is therefore an enduring investment.

## External lee

This is the area that is better of when it is not developed at all. This breaches the HRM philosophy that 'everything can be developed as long as one tries'. It is possible to develop it, but only up to a certain level and will therefore cost both during the development process and after the developmental process, disproportionately much energy and therefore money. For then it will turn into External strength (see above).

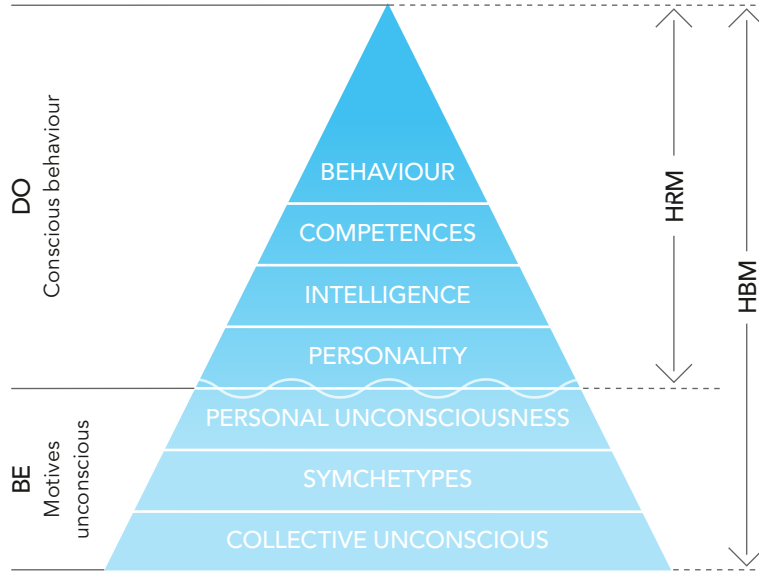
*If we consider this distinction, then one will probably recognise this. People who suddenly become controlling, leaders who show authoritarian behaviour... But also that invisible colleague who suddenly turns out to have written an ingenious book, but that does not seem to make a real contribution to the organization. Or consider all those meetings that get stuck, because everyone keeps talking but no-one is actually saying something.*

Therefore, a competence is not always what we thought that it was!

HBM believes in people who **take responsibility**, it does not believe in people that point to the organization

## The HBM organization

In the HBM organization there are people present who learned to reflect on themselves, who are aware of their adaptation *and* of the adaptation of others. They are people who experience responsibility as a deep feeling and who do not avoid it.



### **HBM and the individual**

HRM focuses on the visible personality (his or her behaviour). HBM adds something to the individual that was not regarded as a reality before: The unconscious part of each individual. In the adjoining pyramid we illustrate the differences, after which we discuss the changes that HBM brings about in each individual further.

This pyramid is an extension of the original pyramid of McClelland.

► The HBM organization

The original pyramid only contained the cognitive, visible part of a person, or in other words that part of a person that performs a task or role by conscious behaviour. This is indicated here as the “HRM” part.

The last years however, it becomes more and more clear though that the individual has an unconscious part, apart from having a conscious part. This is the part that lies under the surface of the conscious. This part has an important influence on the conscious behaviour of the upper part of the pyramid.

An individual that works in accordance with the principles of HBM will focus intrinsically on personal development by considering not only one’s knowledge and skills, but also one’s internal motives. The word motives is a complex word that is used often and therefore requires some explanation within this scope.

Motives are an inalienable part of each person. Everyone has motives founded on which he or she will take on certain tasks and roles and that will bring them into action. Even though some people have a fair insight into their motives, it is quite difficult – if not impossible – for others to use this strength and therefore their true talents. What makes that some people do develop their motives and that other people don’t? An important part of the explanation is based on the fact that these motives can become ‘covered’ from the personal unconscious (see the graph on page 35) because of the experiences and patterns from one’s past.

If you, as a child, did not get the opportunity to create new things from your personal inspiration, based on a pattern

of your parents such as: “you cannot earn a decent living by drawing, do something useful!”, then your initial motive will become covered. “Apparently my creativity is not relevant in the adult world.” As this unconscious conviction is stronger, the inspiration to supply creativity as motive, will become less and less visible and in the end will disappear all-together.

By paying attention to these unconscious convictions – founded on HBM – we can make these motives more conscious and therefore they can become more visible regarding your behaviour. HBM stimulates the individual to come to this awareness by going through the Circle of Change. This circle is started by stimulating introspection and by making certain acquired patterns visible. These acquired patterns do not belong to this person but are a part of his or her past. We do this by measuring the unconscious drive and motives. Within HBM this possibility was developed especially, in the shape of an analytical competence measurement, in order to indicate a starting point for the introspection and for helping the driving wheel in the Circle of Change to get going. Read more about this in the chapter: On your way to a HBM organization (page 52).

### **HBM and the team**

Teams operate as the mirror of an organization. Here the bundled individual qualities come together within the context of the organizational aims. However, it often happens that teams are composed in an unbalanced way.

► The HBM organization

This has to do, amongst other things, with the fact that during the recruitment and selection of employees often the same manager is involved who completely unconsciously attracts people with a similar profile. The knowledge and skills may be different, but the type of person is the same.

*Managers often say that they can judge an applicant in the first few seconds; this is the right applicant or the wrong applicant. This is a pitfall since the manager responds directly to the first impression. This first impression does not really say that much about the applicant, but it says a great deal about the unconscious of the manager. This can be traced back to the experiences of the manager that have become conscious later on. If one grew up in a family where there was a cold and controlling atmosphere, but where one saw the positive results of this (status, money, respect) then the effect can be that a team is created with controlling, distant employees since the manager, unconsciously, believes that this is a guarantee for success. An applicant with a warm, straightforward appearance will then unconsciously be judged as 'not successful' ...! This is what we mean when we talk about the limitation of the decision scope.*

The effect of implementing the HBM philosophy within teams is the most visible in the shape of fewer conflicts, but more focused on cooperation, having an eye for the result and not focusing on the process. In other words, the members of the team will be prepared to do more for each other and will be prepared to help each other more.



The reason is that the individual gains more and more awareness about oneself and therefore also gains more insight in and understanding for the other person. This is clearly visible within the teams that practice the HBM philosophy. Where initially the other person was held responsible for the personal annoyance, anger and grief, now he or she is able to take responsibility himself/ herself and this prevents a lot of pushing back and forth of problems.

Apart from this, another important aspect of applying HBM in teams is the following. A part of introspection is that the adaptation of oneself to the environment becomes visible. This adaptation that we have mentioned before under 'adapted behaviour' (see page 32) deforms under pressure or stress and changes from a basically positively usable competence into a negative 'resistance' competence. Team members can notice this change, while this is far more difficult for the individual team member concerned. He is part of his own unconscious (the fish is the last to discover the water, isn't it?)

The eyes are the mirror of the soul  
and teams are the mirror of the organization

► The HBM organization

As an example we discuss the competence 'persistent' and state that this being persistent is a good and clearly usable competence. Someone who is persistent does not give up easily and continues where others give in and often also has a clear aim that he wants to achieve.

At the start of the Circle of Change it is possible (by means of the analytical competence measurement) that – at the start of the introspection – this competence is qualified as an adapted competence. The meaning of this is that this competence deforms under pressure, in such a way that persistence changes into dogmatism. Where the team-member concerned still believes that he is persistent, the other team-members see that he has become dogmatic or at least so persistent that he cannot let go anymore of certain matters.

This teaches the team-members two things: the team-member is under internal pressure (and the team-member concerned may not know this or he may even deny it) and therefore this team-member shows adapted behaviour. Because of this knowledge that the team-members now have – based on introspection – a possible struggle or row is immediately prevented, for because of this insight the team-members can understand each other.

Teams that work based on HBM are therefore mature teams, because respect, trust and responsibility increase from their own ability for introspection.

## **HBM and the organization**

Each organization wants to be successful. Mostly this success is defined in terms of profit and turnover: preferably multi-year. Efficiency and effectiveness are the foundation for success and profit.

The management formulates strategic ambitions based on a vision. These strategic ambitions are changed into aims by the management. And from here on it is just a matter of achieving these aims with the people who are available. Sounds very logical!

That leaders should have a vision is obvious and it is also obvious that managers should formulate aims. But how do they get their employees to act? And what is usually done? Managers stimulate their employees and the employees are qualified and do their job in exchange for a fair salary and now and then something extra such as an occasional reward or a nice training course. And this is where it gets difficult: do managers delegate enough? Do managers give employees the opportunity to work in accordance with their natural strength?

The management (leaders and managers) have to delegate responsibilities since they – of course – cannot do everything themselves.

It sounds easy to delegate, but it is not easy at all for many managers.  
It is a delicate balance between letting go and control.

► The HBM organization

Managers that come from 'the primary process of the operation', find it difficult to delegate. They are often very skilled in the field of expertise of their employees. Managers who know little of the specific field of expertise do not find it difficult to give their employees freedom, but they find it difficult to control them.

Organizations reward the management when it achieves results. Managers therefore feel committed to the aims that have to be achieved. If it seems that these aims are not achieved, then the managers will try to achieve the aims themselves with all possible risks connected or they seek extra (expense) manpower.

Another common reaction of the management is increasing the pressure on employees that perform badly; which basically always – at least in the long run – has a negative effect. Apart from this, the pressure on the employees that perform well also increases and this also has – again at least in the long run – a negative effect.

The management in turn, is stimulated by the leaders in the same way as they try to 'keep their employees going'. It is understandable, but the system gets stuck.

How do we get the system going again?

One the one hand by investing responsibilities in the most effective way and that is by giving this responsibility to the person that can actually handle this responsibility and not the person that is automatically – based on the organization chart – qualified for this.

*Note: in case of HBM, where internal entrepreneurship is central, responsibilities and authorities are a close duo.*

Since HBM is focused on developing internal entrepreneurship, the possibilities to delegate responsibility increase and the possibilities for the individual, the team and the organization enhance to achieve the desired aims.

┌ The concept 'use of way bill' gets meaning because of HBM

HBM believes in **genuine people**, not in perfect people

## HBM and its implementation

HBM can be introduced in an organization in various ways. It can be introduced bottom-up or top-down. Enough support in at the decision-making level is always needed, since this offers stability and safety and therefore this will provide for a suitable learning atmosphere. Let us first take a look at a bottom-up implementation.

## **Bottom-up implementation**

Here you can simply begin with a group of enthusiastic employees. Preferably a team, but one or two individuals is also possible. These people start with the Circle of Change. The Circle of Change makes use of a specific method that is based on the HBM philosophy.

As more employees join, a joint language arises (and not as is the case with certain methods where you are characterized based on a colour or type and the people of the organization jokingly say to each other: “you are ‘blue’ and I am ‘yellow’, so we see things quite differently”). The HBM language has an eye for the entire person, sees hindrances and also knows what the latent talent of an employee is.

The purpose of the method is to teach the employees to have a look at themselves and to have an interest in each other. It also teaches the employees which projections they have on each other and to make problems and annoyances discussable. Some teams (early adapters) will be ahead of other teams and they will experience that their team has grown regarding her cooperation. Then an intrinsic need to want to share this will arise.

### **Top-Down implementation**

The board of directors will apply HBM the first and this way they will go through the process of awareness. The members will get insight into their hindrances and into their latent talents and they will learn to take responsibility for this. In relation to further implementation in the organization this is an advantage.

The relations in their team will become better visible and the external strength or the external lee of one can be taken care of by the internal strength of someone else. This is already a huge step in the right direction. If a member of the management is able to acknowledge that there are competences that he or she is not good at is one side of the medal and this is often not the most difficult part. The other part is far more difficult; acknowledging that another member of the team is better at that competence than you are!

A board of directors that develops regarding this, will get better and better at seeing the management layer under this and they will be able to imagine what the problems underlying this are, without immediately wanting to solve it.

On the one hand this is created by the realisation that taking responsibility for oneself means that one does not need to take over responsibilities anymore (delegating improves strongly!). On the other hand, because within the HIB philosophy it is required to communicate preconditions instead of solutions.



As the board of directors goes through the circle a few times, a new zest comes into being and this will be passed on to the other management layers, so HBM can spread throughout the rest of the organization.

Not everyone has to embrace HBM. As soon as there is a critical mass, then the rest of the organization will follow. Why? Because the manner in which cooperation, taking responsibility and delegating is done, will appeal to the human standard in such a way that only few will continue to refuse to go along with the process of introspection of the HBM philosophy.

### **The facts**

Our experience is that 60% goes along, 30% shows a longer period of resistance and the last 10% does not go along with the HBM philosophy. This has nothing to do with age, as is often thought, but with the (in) ability for introspection.

*Unfortunately, our experience is that some members of the management sometimes have problems with HBM: "You know, I reflect enough, I know very well who I am; why do you think I have this position?" Here introspection has been replaced by 'knowing' and this is not reflective!*

# HBM believes in **self-aware**® people who are happy

## HBM and self-aware® leadership

HBM is also about leadership in this day and age. Sometimes the leader will have a social focus and sometimes the leader will have a visionary and/ or strategic focus. Whatever type of leader it is, one thing all leaders have in common and that is that they have followers. And having followers brings about responsibility. For the leader has to lead the way for the organization, or for part of it and the leader needs to motivate the employees and make the employees enthusiastic to actually take the road the leader indicates. Lastly, the leader has to stimulate the employees to make the most of themselves while taking this particular road.

The leader has the responsibility to make decisions. The leader does not think in terms of good or bad, but inquires time and time again what is the right thing to do given the situation and the circumstances. The leader sets an example: therefore the preference for the top-down approach. A good leader is a leader that is sincerely able to have a proper look at himself or herself and to recognise and acknowledge his or her hindrances at a conscious level. He or she motivates and stimulates the team. The leader that works and thinks in accordance with HBM is able to enlarge his or her decision scope when he or she becomes aware of his or her internal hindrances in the shape of adapted behaviour.

*People who need power and who show authoritarian behaviour instead of people who have power and authority are not natural leaders. They acquired their leadership. They do not work based on their internal strength, but they work based on their external strength.*

A leader who goes through the circle many times, will develop into an unselfish leader who does not take over any responsibilities of the management any more, but who is very good at delegating and who – when being criticised – always responds based on introspection and who is happy with change. We know from experience that leaders often had to deal with a lot of setbacks in their lives, often in their early childhood. Because of these setbacks, they learned to survive. Therefore, the leader has developed all sorts of qualities which gives him or her the knowledge how to escape from difficult situations. This is, however, often adapted behaviour and – as was stated before – this will

► HBM and self-aware® leadership

deform under pressure or stress and will cost a lot of energy. Leadership based on HBM is crucial for organizations. Sometimes leaders are being criticised because they lack the essential introspection to become a worthy leader. Sometimes the temptations of the status and the success are too big.

A leader who does not recognise this and says “I am good just the way I am, for otherwise I would not be in this position” will end up in a vicious circle instead of ending up in the Circle of Change. The introspection limits itself to the conscious part of his or her personality. This makes the decision scope limited and therefore it is not possible to make unprejudiced choices. We learned from (recent) literature to which wrong this can lead.

HBM challenges everyone, but especially leaders, to go through the Circle of Change and to continue doing this. This will create self-aware® leadership and an enduring growth of the leader and his or her organization.

Again: introspection is not reflection on conscious behaviour! It is not thinking in-depth about who you are. It is reflecting based on the HBM philosophy and on your unconscious drive, since here the key to awareness, a bigger decision scope and responsibility lies. The Circle of Change offers the possibility to no longer reflect on your cognition, but on your unconscious drive. This is an essential difference.

A small but striking poem by the Scottish psychiatrist R.D. Laing:

*The range of what we think and do  
Is limited by what we fail to notice  
And because we fail to notice  
That we fail to notice  
There is little we can do to change  
Until we notice  
How failing to notice  
Shapes our thoughts and deeds*

*R.D. Laing*

HBM believes in the **right choices**, not in good or bad choices

## On your way to the HBM organization

The purpose of this chapter is giving an insight to the reader how and in what way HBM can be introduced and implemented in an organization. After that, we will give a short introduction regarding the way how the Circle of Change can be used, which instruments are applicable regarding this and in what way they can be used to let the process run smoothly.

## What is in it for you?

As we said in the beginning of this booklet, HBM is an innovative organizational philosophy that stimulates employees to experience more luck in their work and private life and, this way, to make an organization more successful.

This is what is in it for you: Happier employees, managers and leaders and a more successful organization.

*Success in organizations goes hand in hand with the happiness of its employees. This is the ultimate win-win situations. It is not more complicated than this.*

## Implementing HBM is simple, because:

- It can start at any level of the organization; there are no restrictions.
- It does not demand special knowledge, experience and/or special preparation.
- There are no alterations necessary of the formal organization; all structures, processes and rules remain intact.
- It does not influence the organization immediately at the start of the process, this will happen gradually and without abrupt transfers.
- The early adapters can easily make others enthusiastic since they take the effect on themselves as a guideline.
- Past a critical mass, the process can change rapidly, since the effect becomes visible for those who have experienced and applied HBM in its basic principles (introspection and awareness).

- ▶ On your way to the HBM organization

### **A concrete step-by-step plan**

Below we will give an outline of a step-by-step plan. The graph following indicates the link between the Circle of Change and the various tools that support the HBM philosophy. These tools are jointly indicated with the title ACTatWork, with regard to which the name in the market is ACT ®. ACT ® means Analytical Competence Tool. In the Circle each specific tool gets the place where it comes out the best in the organization.

The start is the ACT ® individual measurement but this can be expanded in the course of the process with team measurements and an organisational measurement with regard to which also a group introspection (the so-called 720 degrees feedback measurement) can occur. In the end, it is also possible to have an internal look at the match between roles, positions and qualities.

The measurement has a cognitive part (competence texts) and a non-cognitive part (images) from which the participant chooses. The reason for this is that unconscious adaptation cannot be shown via cognition. The cognition does not have the ability to 'look' at the unconscious, moreover, the cognition blocks the drive of the unconscious. Images exceed the cognition and therefore they give a realisation of one's inner possibilities at an unconscious level.



All tests that work only with texts can therefore not ascertain adaptation! A 'normal' test measures decisiveness as a quality, while the ACT® measurement, is able to see the adaptation and therefore is able to predict the rashness of it. Applying HBM is therefore only possible if of each individual, at the start of the Circle of Change, the adaptations and the possible deforms are made visible via this special measurement. The measurement can be done via the internet and will take about 12 minutes.

Happy people celebrate their responsibility

- ▶ On your way to the HBM organization

### **The strength of the Circle of Change**

The core of the Circle of Change is personal responsibility. The team is the mirror of the organization. If the individual is responsible for one's contribution to the organization then this will become visible at team level. Therefore, it is important that the individual development, the team development and the organizational development are synchronized, or at least that they are geared to one another.

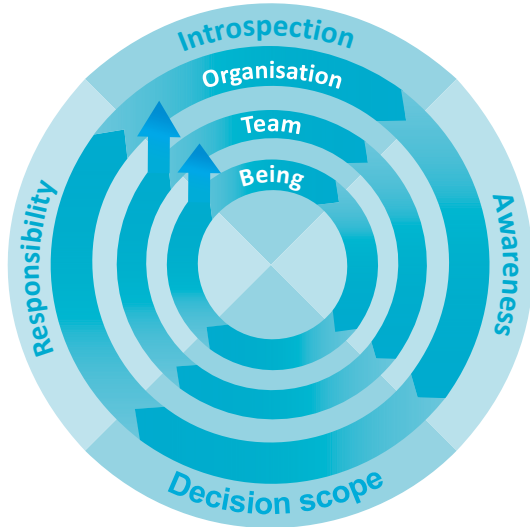
### **Even more concrete**

HBM starts when employees show that they are curious. This is the start of introspection. The person ACT® report and the conversation about it, can accelerate the awareness. The natural response to such a starting moment can also be resistance, apart from curiosity. After all, introspection is founded on the measurement of unconscious drive and this is for basically everyone a new, unfamiliar experience. It is of course not pleasant to see in the measurement that you, for example, work from your external strength regarding the way you communicate. This is not what you experience at all! For your communication skills are highly developed and you cannot believe that this is adapted behaviour. In a conversation however, this is often accepted by the employee. Sometimes it is quite difficult for the candidate to accept this and he or she will be persistent in his or her experience that the manner of communication is not adapted behaviour.

At such a moment the following step in the circle (awareness) cannot be reached just yet and introspection will need more time with possibly more introspection with the assistance of a coach or counsellor. Sometimes awareness does appear suddenly in team context, since adapted behaviour is easier visible for colleagues.

As more people have taken part in the measurement, an effect that grows stronger and stronger naturally will occur, because people will start to learn from each other. Feedback becomes feed-forward and the taboo is broken.

┌ Images give access to the entire person



## Going through the personal Circle of Change

### Introspection

- The basic question is: what is your meaning as a person?
- What drives you in your (working) life?

### Awareness

- What is your (life) story?
- Which qualities have you (not) developed and why (not)?

### Decision scope

- Which new personal possibilities do you see?
- Which qualities are you going to give more attention to?

### Responsibility

- How do you take responsibility for this?
- Which new choices are you going to make in your (working) life?

## Going through the team Circle of Change

### Introspection

- The basic question is: what is your meaning as a team?
- What is your intrinsic motivation?

### Awareness

- What is your history as a team?
- Which qualities do you (not) give the team and why (not)?

### Decision scope

- Which new possibilities do you see as a team?
- Which qualities are you going to give more attention to?

### Responsibility

- How do you take responsibility for this?
- Which concrete agreements are a consequence of this?

## Going through the organizational Circle of Change

### Introspection

- The basic question is: what is the meaning of your organization?
- What is the DNA of your organization?

### Awareness

- From which passion came your organization into existence?
- How did the organization develop itself and what is the organizational output?

### Decision scope

- Which new growth possibilities are there?
- Is the vision/ mission of the organization still appropriate?

### Responsibility

- Which model of control (responsibilities/authorities) do you choose?
- Which aims do you choose and which criteria are the employees given?

Perhaps you have always **known** but you may have never really **realised** how much potential organizations leave unused

## Prologue

Guts that is where this booklet started. Will the booklet disappear in your cupboard on the pretext of “when I have the time I shall have a look at it”, or do you have the guts to take it with you in your (working) bag and to consider what it could mean to you and your organization? The implementation of HBM is simple, but it will bring about a major change in your organization. By stimulating genuine internal entrepreneurship your organization will change fundamentally.

At the same time we know that looking at a person as an entire person is the only way to create sound companies and organizations. Not acknowledging the most important driving mechanisms will lead to denial of responsibilities, mental absenteeism, sickness absence and burn-out.

「 We know less than we think,  
But we can do more than we realise

We hope that this booklet has made you curious.

We wish you good luck on your way to introspection, awareness, enlarging your decision scope and taking responsibility for yourself and your organization.

Ed Baas and Rudie Nijhof

## List of words

<b>Adapted behaviour</b>	This is behaviour that came into existence in the past and that you benefitted from, but the behaviour did not match your personality.
<b>ACT®</b>	Analytical Competence Tool. A new way of measuring competences and to be able to link it with the unconscious. This can make adapted behaviour visible.
<b>ACTatWork</b>	The set of measurement instrument to help employees go through the Circle of Change.
<b>ACTME</b>	The organization behind HBM and ACTatWork
<b>Being</b>	The central theme of Human Being Management that focuses on the entire person with his or her unconscious; contrary to HRM where only visible behaviour is a determining factor.
<b>Psychology of experience</b>	Developed by ACTME based on the three determining scientists Adler, Jung and Rogers, will to power, individuation and becoming a person respectively.
<b>Decision scope</b>	The possibility to make decisions more objectively – in other words apart from one's unconscious prejudices – by becoming aware of one's inner patterns
<b>Awareness</b>	Gaining awareness regarding your actions and emotional responses by reflecting on yourself (introspection).
<b>Bottom-up</b>	Starting with HBM from the 'lowest' position in the organization.



<b>Burn-out</b>	The general used description of people who have become exhausted and who therefore are no longer able to work and act effectively.
<b>CvBp</b>	Centre for Psychology of Experience in The Hague
<b>Circle of Change</b>	The four necessary steps in HBM to learn to take genuine responsibility
<b>Criteria</b>	Set of conditions to which a solution has to comply with
<b>Culture</b>	The whole of measurable, trainable and changeable human achievements that can be put into words, skills and knowledge; visible as behaviour. Quickly changeable.
<b>Motive</b>	An unconscious drive to act in order to realise your ambition
<b>HBM</b>	Human Being Management, a new philosophy developed to involve the unconscious part of the person into one's life and work.
<b>HRM</b>	Human Resource Management. A general management approach that sees a person as a resource and therefore only focuses on and uses only a part of the possibilities of that person.
<b>Individual</b>	An entire person, conscious and unconscious
<b>Jung, C.G.</b>	A Swiss psychiatrist, known for his work regarding shadow and collective unconscious. Founder of the Analytical Psychology (1875-1961)
<b>Laing, R.D.</b>	A Scottish psychiatrist, known for the description of psychotic experiences (1927 -1989)
<b>Latent talent</b>	Talent that has not yet been discovered, but that is present

► List of words

<b>McClelland</b>	American psychiatrist, known for his needs theory (1914-1998)
<b>Mental absenteeism</b>	Physical presence without being conscious of one's task and role.
<b>Nature</b>	The underlying influence on our behaviour with its own unconscious dynamics and form of expression. Enduringly changeable.
<b>Internal strength</b>	The term that ACT ® gives to a competence from a measured preference. This is a real quality that cannot be deformed.
<b>Internal potential</b>	The term that ACT ® gives to a competence that is not yet lived and delivered, but that is part though of a measured preferred image.
<b>Unconscious</b>	That which does not exceed the threshold of consciousness and that cannot be evoked by thinking hard and/ or being highly intelligent.
<b>Unconscious drive</b>	Set of experiences that make that the outward behaviour is adapted in such a way that the experiences remain intact.
<b>Output management</b>	Management approach that advocates role clarity between leaders, managers and employees.
<b>Personal development</b>	A development that adds elements of the unconscious to the conscious and therefore the whole of consciousness increases.
<b>External strength</b>	The term that ACT ® gives to a competence based on a measured dislike. It is a real, strong quality that, however, can deform when one is under pressure into the negative variant of this quality.

<b>External lee</b>	The competence that is not lived and delivered and that does not need to be developed.
<b>Stress factors</b>	Set of external factors that the individual experiences as unwelcome and as taking up too much energy.
<b>Structure/ Culture/ Nature</b>	The three layers in an organization. The set or rules, behaviour and unconscious drive, it is also sometimes called vertical transparency.
<b>Symchetype</b>	The combination of the concepts archetype and symbol. Images that say something about the person that chooses the image at an unconscious level.
<b>Talent</b>	An unconscious drive that shapes your outward possibilities in such a way that a unique combination exists of qualities that we call 'having a gift'.
<b>Top-Down</b>	Starting HBM from the 'highest' position of the organization.
<b>Process of change</b>	Set of conditions alongside which changes in an organization can occur.
<b>Responsibility</b>	Being completely aware of one's task and role and work on this with devotion and a sense of duty.
<b>Resistance</b>	The outward reaction to an unconscious experience that should be avoided.
<b>Introspection</b>	The quality one has to question oneself at a conscious and an unconscious level.
<b>Zelfbewust Leiderschap</b>	(Self-aware <sup>®</sup> leadership) A book about enlarging your decision scope. Author Ed.J.Baas

# HBM **implementation and possibilities** in order to optimally go through the Circle of Change

## HBM implementation

The Circle of Change is supported by the Analytical Competence Tool, in short ACT®. This instrument supports the implementation of HBM in an organization, since this is the only instrument that makes the unconscious, the adaptation and the internal strength immediately visible. The results of this instrument provide the possibility to lift up the individual, the team and the organization towards more awareness and therefore it provides the possibility to develop more responsibility.

## The ACT ® product line and the Circle of Change

### ACT ® basic products

The base of the product line consists of;

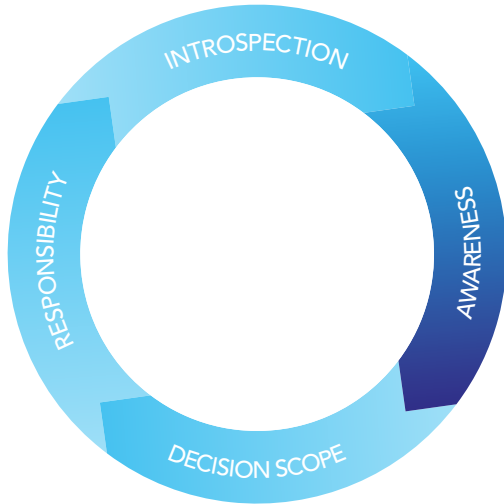
- ACT ® individual,
- ACT ® team and
- ACT ® organization.

These instruments were specially intended to enhance the awareness at an individual level, team level and organizational level.

### ACT ® additional products

The following additional ACT ® products were developed especially for the HRM people (the future HBM people) and organizations, with the purpose to support the influx, advancement and outflow of an organization;

- ACT ® Prematch,
- ACT ® selection,
- ACT ® match and
- ACT ® 720 degrees feedback.



Becoming aware is discovering unconscious mechanism that drive you. It is about making your genuine talent visible. The ACT ® instrument therefore provides a direct awareness regarding the WHY of your behaviour; why do you do what you do. After the individual has gone through the reflective part, the instrument is used and this can be done at an individual level, at team level or at the organizational level.

The instrument is an on-line measurement method. It takes about 12 minutes per individual participant. Therefore, the measurement can be performed easily from each working place that has access to the internet. The results can be applied to immediately on the individual, the team or the organization, regardless of the number of participants.

Therefore, going through the circle is powerfully supported and the changes are visible and measureable.

## **ACT ® basic products**

### **ACT ® individual**

This measurement has as a result a personal profile in the shape of a report. The participant can discuss this profile with an accredited ACT ® coach that can give the participant insight into his or her growing potential and hindrances to actually develop these qualities. The aim of this measurement is personal awareness.

### **ACT ® team**

This measurement has as a result a team profile based on the individual profiles in the shape of a team report. The team can discuss this profile with an accredited ACT ® team coach that gives the team-members insight into the chances and possibilities of the team and helps to get rid of the obstacles. The aim of this measurement is awareness at team level.

### **ACT® organization**

This measurement has as a result an organizational report with all HB analytics (former HR analytics) of the organization.

Such as:

- What type of people are working in the organization?
- Is this organization able to manage on output?
- Is the wage bill of the organization used?
- What is the most successful manner of managing the employees?

The management can discuss this profile with an accredited ACT® organizational coach that can provide insight into how to enlarge the strength of the organization. The aim of this measurement is awareness at an organizational level.

Leaders of HBM organizations can lay down responsibilities in deeper layers of the organization



## **ACT<sup>®</sup> additional products**

### **ACT<sup>®</sup> prematch**

It is a metaphorical piece of cake for ACT<sup>®</sup> prematch to make a longlist into a shortlist, while you are making a database of future candidates

### **ACT<sup>®</sup> selection and ACT<sup>®</sup> match**

ACT<sup>®</sup> match is a tailor-made selection tool. By comparing a competence profile made by the organization (with well-considered competences) with a profile of the candidate, a detailed picture comes into being of the suitability of the candidate for the position now or in time. The organization can also choose for ACT<sup>®</sup> selection based on a simple competence profile (without weighed competences).

### **ACT<sup>®</sup> 720 degrees feedback**

ACT<sup>®</sup> 720 degrees feedback is the objective successor of the 360 degrees feedback. The 720 degrees feedback filters both the positive and the negative projections of the feedback giver and the feedback receiver. The result is that the feedback receiver recognises himself or herself more and the feedback giver feels more acknowledged.

## Centre for Psychology of Experience

The Centre for Psychology of Experience (CvBp) has as its aim to develop more interest for the driving influence of the unconscious on our outward behaviour. The CvBp has three pillars: initiating research (research into unconscious drive, Burn-Out, validation ACT ® and more), sharing knowledge (congresses, symposia, workshops) and recording knowledge (books, articles).

The CvBp believes that people are driven by former experiences that have become unconscious, but that still have an influence on our behaviour. Making this unconscious drive visible will strongly increase the quality of life of a person regarding his or her private life and regarding his or her role as employee.

The CvBp is established in The Hague  
[www.centrumvoorbelevingspsychologie.nl](http://www.centrumvoorbelevingspsychologie.nl)  
[www.cvbp.nl](http://www.cvbp.nl)



For product information and for accreditations  
go to the website of **ACTME**: [www.actme.nl](http://www.actme.nl)



This edition has been made possible by the Centre for the Psychology of Experience (CvBp) in The Hague.

“We do not overburden a person as a whole,  
but we overburden only a small part of that person.”

By this statement the writers claim that organizations will become more successful if a person is not only held accountable for his behaviour, but also for his unconscious drive.

The writers advocate a new organization philosophy: From Human Resource Management (HRM) towards Human Being Management (HBM).

