

# Kantor Behavioural Profile (baseline)



THE HOUSTON EXCHANGE

POWERFUL, PROFITABLE CONVERSATIONS

Using the Kantor Behavioural Profile (baseline) as part of a group/team intervention supports a whole systems approach to enabling individuals within an organisation to understand the contribution they make to the system and what needs to change. In times of change leaders need to find a way for real differences to be surfaced and for people to find their authentic voice and bring new understanding to the table. Individuals, while working on real change issues learn to engage with each other about what really matters, taking into account the perspective of everyone in the conversation.

## Kantor Behavioural Profile (baseline) is an instrument which helps individuals and groups:

Recognise own patterns and expressions of communication; Learn how to intervene more effectively and efficiently when unhelpful patterns of behaviour are observed; Focus on own particular style of communication and the impact this has within the group/team; Discover how own vocal tendencies, and patterns of expression impacts on others; Identify areas where a team/group have the potential to get "stuck"; Strengthen the capacity of the team in delivery of their shared agenda; Surface potential unknown issues that the team can proactively and collectively work towards resolution; Shift the focus from just gaining agreement to authentic collaboration; Get real buy in to change goals as "conversations outside the room" become a thing of the past; Move from politeness (saying what we are expected to say) to Dialogue (increased honesty and respect).

## Organisations are telling us that they want Leaders to:

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Create a shared vision across the organisation with higher levels of buy in and ownership

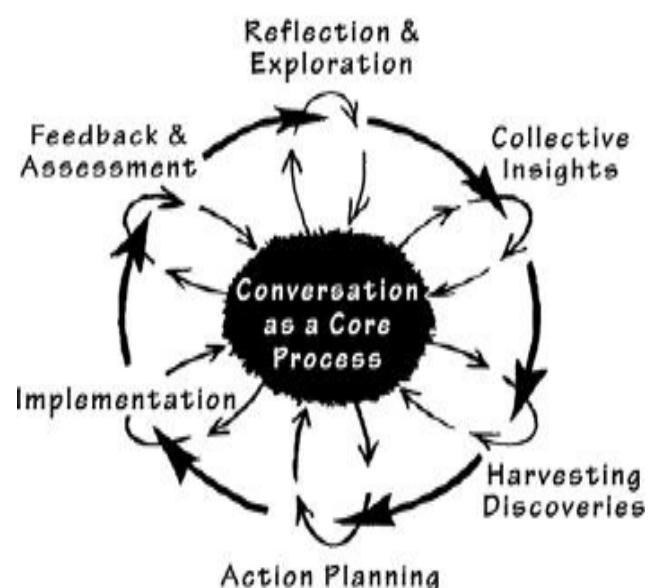
- Provide more direction and clarity to their people by raising their game as leaders.
- Improve strategic alignment across the business.
- Increase peer trust & empathy.
- Engage in genuine collaborative working.
- Have more open honest and challenging conversations.
- Find their voice and for difficult conversations to be held in the room and involve everyone.

Using the Kantor Behavioural Profile (baseline), developed by David Kantor of the Kantor Institute, Cambridge MA, you can explore the individual and group dynamics within your organisation. This will help Leaders really understand the impact of their behaviour on the system and taking responsibility for Being the Change they want to see in the business.

## TRADITIONAL VIEW



## EMERGING VIEW



## About the tool

Kantor Behavioural Profile (baseline) is a tool which helps individuals and groups discover their own behavioural tendencies – the typical ways that they interact with other individuals, with groups and in their organisations in face-to-face communication. The Kantor Behavioural Profile (baseline) provides information on:

- Action Propensities - the behavioural stances we take with each other.
- Operating System Propensities – the implicit set of rules for how individuals govern boundaries, relationships and behaviour in organisations.
- Communication Domain Propensities – shape the way we speak with other individuals, groups and teams. Communication Domains represent what we pay attention to when we interact with others and are reflected in the language choices we make.

Raising awareness of our own propensities and then learning to read others' propensities as they play out are the first steps in being able to "read the room". The ultimate goal is to learn how to expand your behavioural repertoire.

The Kantor Behavioural Profile (baseline) was developed by Monitor – Kantor Enterprises and is based on the lifelong research of David Kantor, Ph.D. Funded by a grant from the National Institute of Health, Dr. Kantor set out in the early 1960s to create an empirical understanding of family function in situ. What he discovered was a set of fundamental concepts that describe the ways that all human beings interact with one another. Over the successive years, Dr. Kantor applied these ideas to families, to couples and then brought them into organisations.

## Process

- Kantor Behavioural Profile (baseline) questionnaire is completed online (it takes approximately 15 to 20 minutes to complete).
- Receive a confidential one to one feedback session on the results of the Kantor Behavioural Profile (baseline), which supports understanding and reconciliation on the personal Profile generated.
- Generate a personalised plan of "work to do" arising from the Kantor Behavioural Profile (baseline).
- Agree a minimum of a half day and ideally a full day for the group/team session.
- Facilitator will prepare for the group/team session in which the team will work using the agreed concepts, individual insights and learning and the group/team profile in the context of pivotal conversations this group choose to have in relation to leading and managing strategic change.

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**"All great failures  
in life stem from  
failures in conversation."**

**William Isaacs**