

# Your FLIGBY<sup>®</sup> Profile

Flow-Leadership Report



This Report was prepared for

# Chris Sample

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Using "Flow is Good Business" Gaming Analytics  
Developed by Mihaly Csikszentmihalyi and ALEAS Simulations, California

**11 August 2016**

**FLIGBY® is the official Flow Program for decision-makers by Professor Mihaly Csikszentmihalyi and ALEAS Simulations. FLIGBY's leadership development program combines videogame learning experience with benchmark-based competence assessment.**

FLIGBY has won the Gold Medal of the “International Serious Play Awards” in the category of Corporate Games. A global panel of experts selected FLIGBY as the best digital game for managers of the year 2012. FLIGBY also gained the Certification of the American Serious Games Association, which draws the attention of the corporate decision-makers to innovative and forward-looking training solutions.



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*“FLIGBY”, “FLOW is Good Business for You”, “Turul Winery”; “Spirit of the Wine Award” and all logos, characters, artwork, stories, information, names, gameplay, feedback mechanisms and other elements associated thereto are the sole and exclusive property of ALEAS.*

[www.fligby.com](http://www.fligby.com), [www.flowleadership.org](http://www.flowleadership.org)

Report design & layout by Robert Fekete - [www.behance.net/robtmc](http://www.behance.net/robtmc)

# 1. Welcome

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## 1.1. GREETINGS BY PROF. CSIKSZENTMIHALYI



*Dear Chris,*

**On behalf of our FLIGBY team, I would like to thank you for having invested your time and effort into playing the Game. I sincerely hope that you have been enlightened and enriched by the experience.**

Being a manager or a leader is never easy. Our decisions shape not only our organization's competitive performance but also the fate of our colleagues. This is a huge responsibility, whether one is managing a small California winery, a giant multinational, an NGO, or a government bureau.

We have attempted to weave into the Turul Winery story many of the dilemmas typically encountered in managing an organization: strategy, competition, technology, profitability, and environmental sustainability. The main emphasis, however, is on people management. One aspect of it is creating the conditions and advancing the trust in others that are preconditions for experiencing Flow.

It was 50 years ago that I started to study people who loved what they were doing

– chess players, mountain climbers, actors, and business persons - trying to understand what made them do those things, and to do them well. Most said that experiencing the activity itself was the main reward. I labeled this experience “Flow”.

There has been growing recognition in recent years that getting into Flow is one of the most important factors in improving individual, group, and community performance. The problem we have been working on with the FLIGBY team is this: “Why is it that so few jobs and workplaces are designed to make Flow possible?” This is a fact even though it is in the power of managers/leaders to take many easy steps to facilitate Flow.

FLIGBY is an innovative extension of my Good Business book, published in 2003. Our aim is to help every decision-maker – a role we often play even as individuals without fancy titles – to have attitudes and to make choices that will improve not only our own well-being and the effectiveness of our organizations, but also that of the community and of society at large.

It is my sincere hope that this personal report will assist you in your lifelong personal development journey. This Report shows your apparent strengths to build upon and seeming weaknesses to overcome so that you can be an ever-more-successful manager/leader.

**May you experience Flow often! And may you have the wisdom to help others to experience it, too.**



*P.S. Please check p. 8, inviting you to help us, with a few simple steps, to disseminate the idea of Flow-promoting leadership.*

## 1.2. HOW TO GET THE MOST OUT OF THIS REPORT?

The time you spent playing FLIGBY was a valuable investment. This detailed Report is built on the basis of those decisions you have taken throughout the Game. **The Report consists of four sections:**

**1**

### WELCOME

Summarizes the main messages and key values of the FLIGBY Simulation. Invites you to join our network to benefit yourself and others by spreading the idea of a value-driven and Flow-promoting workplace.

**2**

### YOUR GAMEPLAY RESULTS

This part of your Report lists the “key performance indicators” (KPIs) and the virtual characters’ subjective feedback on your performance, given your Game results.

**3**

### YOUR LEADERSHIP SKILLS PROFILE

This part of your Report is an unbiased analysis of your 29 Flow Leadership Skills. Your skill measures are based on your gameplay responses when key managerial decisions were called for.

**4**

### IF YOU WANT TO KNOW MORE

More details and explanations about the Game. You’ll find a discussion of the following topics: FLIGBY’s game-based analytics to identify your real leadership potential; additional KPIs; and Mr. Fligby’s subjective opinions about your leadership practice.

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**QUICK FINDER – OVERVIEW OF YOUR FLIGBY RESULTS**

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## 1.4. FLOW AND GOOD BUSINESS

**FLIGBY** was created as a guide for conducting business that is both successful and humane. While most people enjoy working when it provides Flow, too few jobs are designed to make Flow possible. This is where management can make a real difference. For a manager or leader who truly cares about the bottom line, in the broadest sense of that term, the first priority is to eliminate the obstacles to Flow at all levels of the organization and to put in place practices and policies designed to make work meaningful and thus enjoyable, especially for “knowledge workers”.

### WHY IS FLOW IMPORTANT?

*When we are in the state of Flow, we perform at our peak. Not only do our productivity levels soar, but we also experience a deep sense of satisfaction. Work becomes a source of enjoyment.*

*Flow is being in the zone, getting into the groove – in other words, being in a totally optimal state for peak performance. It is that magical time when everything seems to come together – you become fully immersed in the activity, fears and insecurities melt away, action becomes spontaneous, and you feel fully alive and in the present moment.*

Prof. Csikszentmihalyi’s term, “good business”, means a meaningful and enjoyable work environment, through which a business’ (or any organization’s) “balanced scorecard” improves, thereby contributing to healthier and more sustainable workplaces and societies at large.

The best way to manage people is to create an environment where employees find meaning in their work and grow while doing it. Organizations whose co-workers are happy are more productive, have a higher morale, and lower turnover.

Work should be meaningful and also fun (as much as possible). Companies should of course care about the bottom line, but not only about maximizing short-term profits. If there is Flow in your business, employees perform at their peak and work becomes a source of enjoyment and personal growth. Your organization will become a place that people look forward to being a part of.

**Our jobs have a significant influence on the quality of our lives. Happiness is not something that happens to us, but rather, it is something we make happen.** As such, work can be one of the most fulfilling aspects of life, provided that employees have an opportunity to do their best and to contribute to something greater than themselves.

*“... Today business leaders are among the most influential members of society. While they are all trained to generate profits, many of them are oblivious to the other responsibilities that their new societal leadership entails. To be successful you have to enjoy doing your best while at the same time contributing to something beyond yourself. Perhaps the most important distinguishing trait of visionary leaders is that they believe in a goal that benefits not only themselves, but others as well. It is such a vision that attracts the psychic energy of other people, and makes them willing to work beyond the call of duty for the organization.”*

**Mihaly Csikszentmihalyi**

GOOD BUSINESS: LEADERSHIP, FLOW, AND THE MAKING OF MEANING



## 1.5. JOIN OUR GLOBAL FLOW-PROMOTING LEADERSHIP NETWORK

Here are a few simple, no-cost suggestions on how you can support the dissemination of the Flow-promoting Leadership in any organization:

1. **Find out more!** – Discover the “missing link” and read the FLIGBY story with Csikszentmihalyi’s thoughts: [flowleadership.org/our-new-book/](http://flowleadership.org/our-new-book/)
2. **Invite others!** – If you have a friend or colleague who you think might be interested in leadership development simulations, we are glad to send a demo account. Let us know on [demo@fligby.com](mailto:demo@fligby.com).
3. **Help to spread the idea!** – Do you know any organizations that the “good business” approach might make stronger and more effective? Please send us your suggestions, we would be glad to get in touch with them: [goodbusiness@fligby.com](mailto:goodbusiness@fligby.com)
4. **Be part of the discovery!** – Would you, or others you know, be interested in joining our official “Leadership & Flow” research program that studies innovative approaches of leadership? We are happy to welcome you at [flowleadership.org/contact-us/](http://flowleadership.org/contact-us/)

Please stay in touch with us on our social media interfaces:

Official FLIGBY Blog:	<a href="http://flowleadership.org/articles">flowleadership.org/articles</a>
Linkedin:	<a href="http://linkedin.com/company/fligby">linkedin.com/company/fligby</a>
Facebook:	<a href="http://facebook.com/fligby">facebook.com/fligby</a>
Youtube:	<a href="http://youtube.com/fligby">youtube.com/fligby</a>
Pinterest:	<a href="http://pinterest.com/fligby">pinterest.com/fligby</a>
Google+:	<a href="http://plus.google.com/+Fligby">plus.google.com/+Fligby</a>

## 2. Your Gameplay Results

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### 2.1. YOUR GAMING PROGRESS

#### GAME DATA

Game registration mail sent:	7 March 2016 12:12PM
Game started:	24 March 2016 2:43PM
Game finished:	11 August 2016 5:05PM
Your gameplay time:	06 h 35 m
Gameplay time of all the players (average):	07 h 00 m
Media Library Items Opened* by you:	6%
Media Library Items Opened* by all players:	27%

\*Shows what percentage of the information available in Media Library you have clicked on.



If you have further questions, contact your Host(s). You can find your Host(s)' profiles on "My Group" page.

***It is important to stress that winning or not winning the Game, and the other performance indicators listed below, are not directly linked to your skills profile.***



*In other words, it is possible to win or not to win the Award (and to show impressive or poor gameplay results) with all sorts of skills profile combinations.*

## 2.2. SPIRIT OF THE WINE AWARD

**Congratulations!**  
**You won the Spirit of the Wine Award!**



**The winning-ratio in the full FLIGBY population is 52%**

**“Spirit of the Wine Award” is the ultimate prize to win in FLIGBY.**

It is a measure of the Player’s success in skillfully balancing difficult tradeoffs, such as generating individual Flow, improving the corporate atmosphere, earning satisfactory profit, and adequately protecting the environment.\*

\* For more information about the Award, refer to section 4.2. below, “More about winning the Spirit of the Wine Award”

**2.3. FLOW TROPHIES**

Each time your decisions helped put a colleague into Flow, you won a Flow trophy. Your trophy inventory at the end of your gameplay is as follows:



**YOU EARNED 15 OF MAX 21 FLOW TROPHIES!**  
The average number of Flow trophies earned by all FLIGBY players is 13.2

A key task of FLIGBY is to create an environment that promotes teamwork and enhances Flow. Thus, one of the key aims of the Game was to bring as many colleagues as possible – even if just for a short time – into a Flow state. Please note that expanding too great an effort to put someone repeatedly into Flow can move others away from their Flow state.

Earning many Flow trophies is positive, up to a point. However, earning fewer than the average number of trophies is not necessarily bad; it may show that you gave higher priorities to some of the other Game objectives.

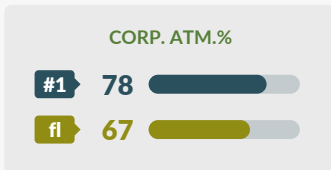


These labels and colors are used further on in this Report:

#1 Your first gameplay's result

fl Average of all FLIGBY players

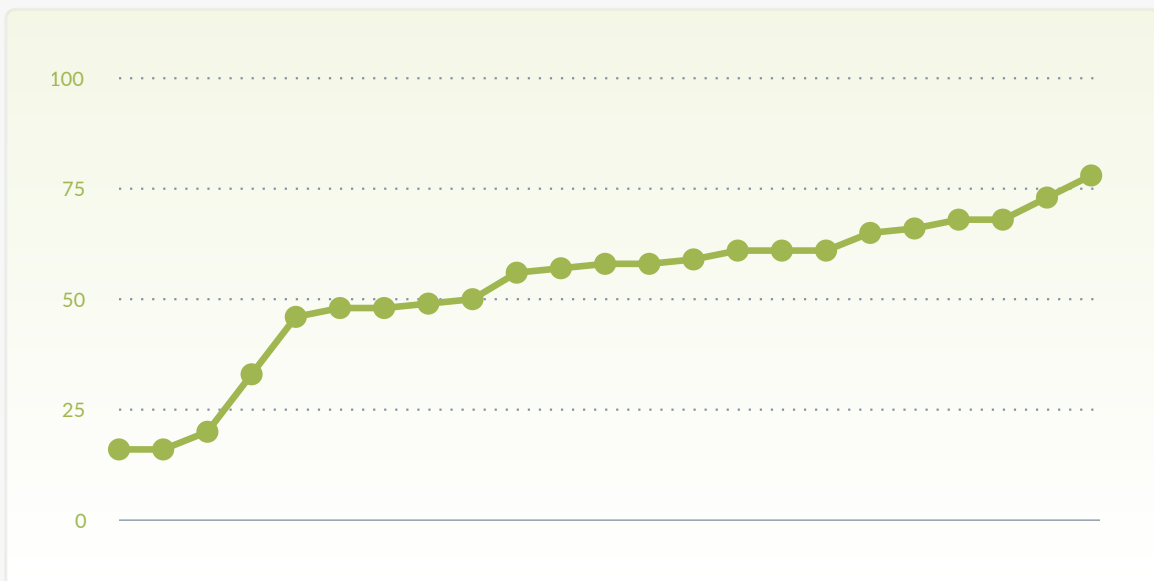
2.4. CORPORATE ATMOSPHERE



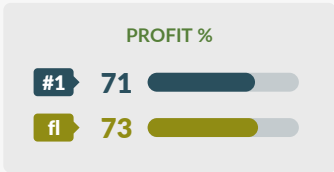
The “CORPORATE ATMOSPHERE” METER of the Turul Winery shows the level of workplace satisfaction by the entire workforce.

A good corporate atmosphere is one where the goals are clear to everyone; relevant information is available to all; and the challenges faced by everyone are manageable because they match each employee’s skill level. In other words, there is a highly satisfactory and productive atmosphere for all internal stakeholders, which would maximally support the sustainable advancement of the organization. This KPI shows, in percentage terms, how far your managerial decisions have created a satisfactory atmosphere for all internal stakeholders.

The graph below shows the scene-by-scene evolution (for each of the 23 Scenes) of Turul’s Corporate Atmosphere, as a function of your decisions:



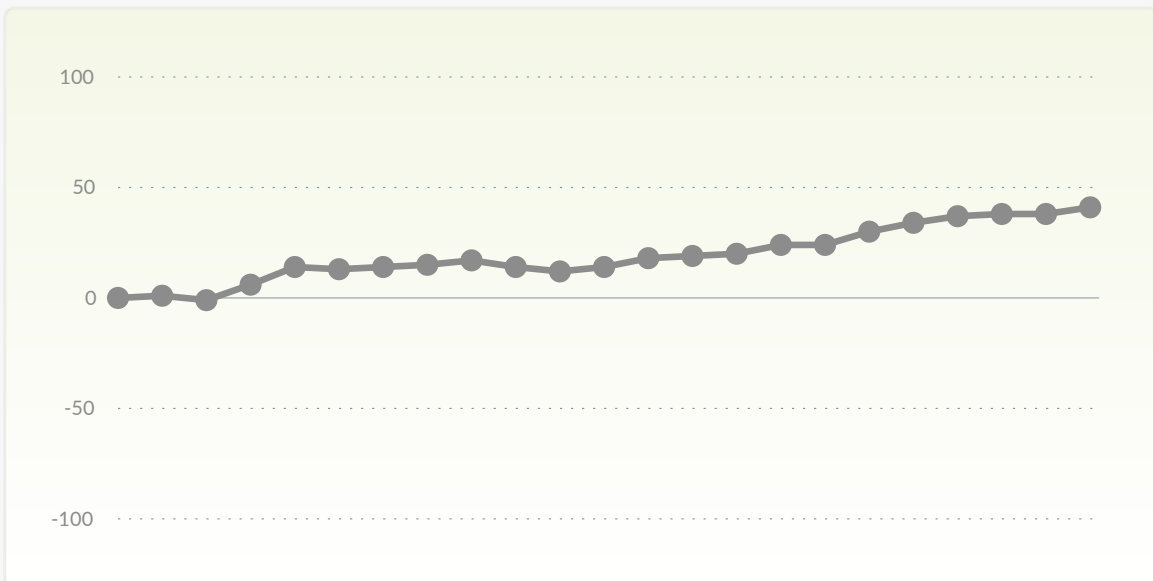
## 2.5. PROFITABILITY



This indicator shows the impact of your decisions on the Winery's revenue-generating potential, in percent terms, relative to the maximum achievable.

It shows the direction of the Winery's profit-generating capability rather than actual profit data.

The graph below shows the scene-by-scene evolution of Turul's Profitability, as a function of your decisions:



## 2.6. YOUR COLLEAGUES “NO-HOLDS-BARRED” COMMENTS ON YOU AS THEIR MANAGER

Your colleagues' comments below are responses to the decision-path you, yourself, chose during the Game:

## WHAT DO YOUR TEAM MEMBERS THINK ABOUT YOUR LEADERSHIP?



**Ellen:** “I will love to move to HR! Thanks for thinking creatively about my options here, and not discriminating against me due to my age. ”

**Joe:** “I wanted to thank you for dealing with time management. I am learning to work more effectively with my colleagues. ”

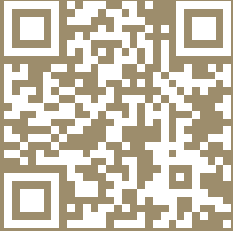
**Larry:** “I just wanted to thank you for letting me leave the Bacchus Boutique meeting... early that day. You showed real empathy for me. I wouldn't have wanted to miss the birth of my child. ”

**Rebecca:** “I'm glad you supported my decision to leave. I'm sure I'll be happy at Top Dog winery. And this party is wonderful! I'm so impressed with Jen. However, she is a fantastic assistant, I know she'll be hard to replace in her role. ”

**Chris:** “Larry and I learned to work together as a team. It was thanks to your intervention. So enjoy the party. ”

**Alex:** “I was disappointed that you decided to continue with our "jug" wine. We agreed that quality would be our primary focus. I'm afraid your decisions showed a distinct lack of integrity. ”

*You have the option also to hear their opinions from their own mouths. Check out these brief clips!*



ELLEN



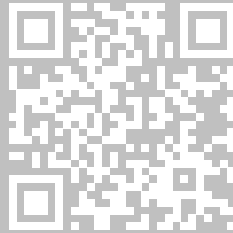
JOE



LARRY



REBECCA



CHRIS



ALEX



### 3. Your Leadership Skills Profile

#### 3.1. WHAT SKILLS ARE MEASURED AND HOW TO INTERPRET THEM?

In FLIGBY, your leadership profile is comprised of your scores on each of the 29 leadership competences. Good skill combinations are helpful for creating and maintaining a Flow-promoting organizational culture.



The four skills – shown in green with white borders – are those that contribute most directly to the attainment of a Flow-promoting workplace. For the definition of each skill, see: section 4.7.

Your skill measures are based on your gameplay responses when important managerial decisions were called for. Your skill measures are objective and unbiased. However, a game such as FLIGBY could give you only limited opportunities to display the leadership skills you may possess. At the same time, what you did reveal by the decision choices you made has been carefully interpreted, in terms of their skill implications, by a prestigious group of psychologists and leadership-development experts.

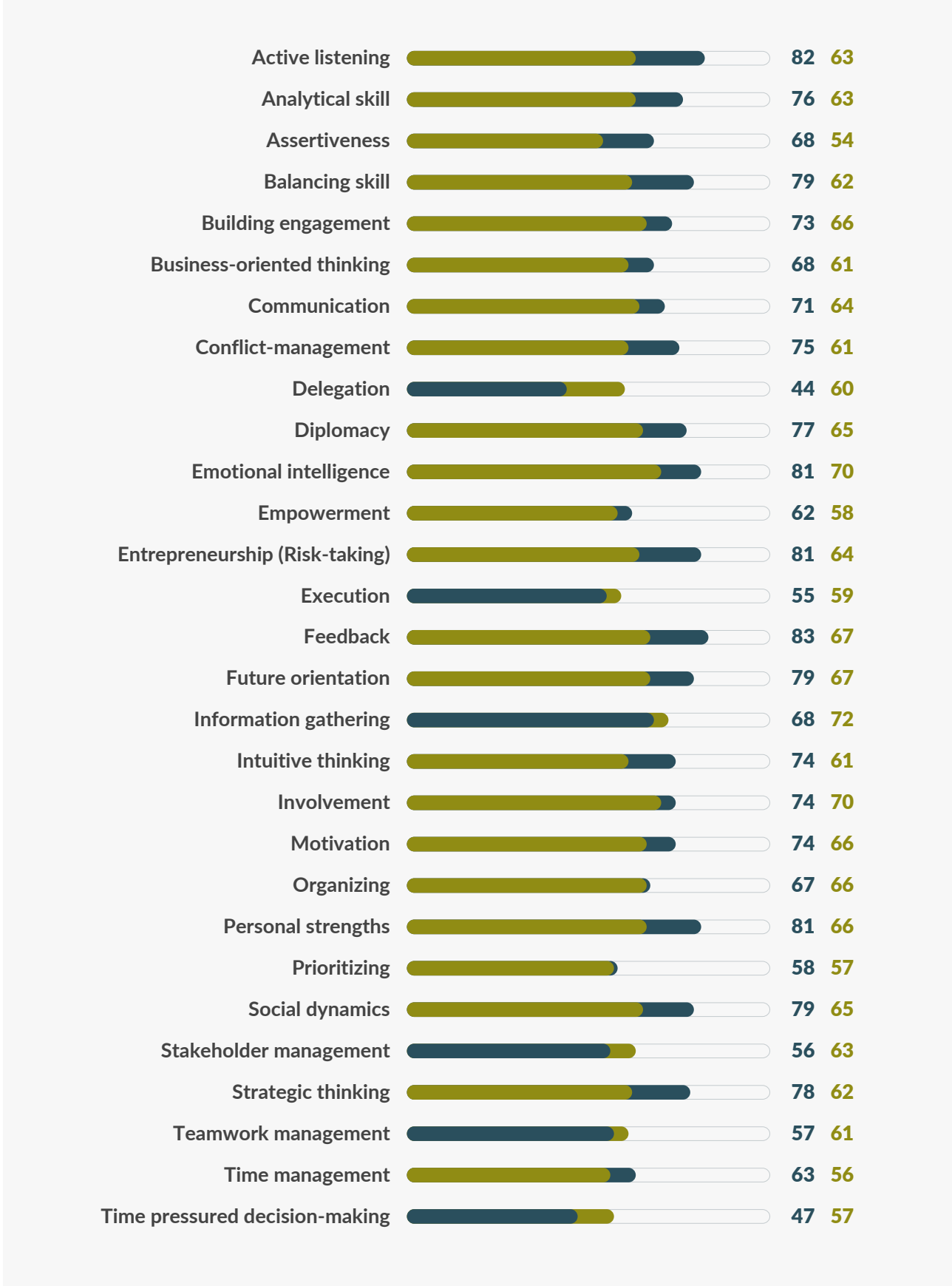
Lower skill levels show, first and foremost, that you made rather infrequent use of those skills during the gameplay. Thus, lower skill levels do not necessarily mean that your skills are notably weak in those areas. Nevertheless, low skill levels may indicate that a purposeful strengthening of those skills would likely to improve your managerial/leadership performance. The numbers in the charts below represent the percentage (max 100) achievable skill levels in the Game.

*"In creating one's self, it makes sense to build on one's strengths. Often, however, we don't have good notion of what our talents are, because we have never had a chance to try them out. The more opportunities one is willing to explore, the better chances one has of discovering one's strengths."*

**Mihaly Csikszentmihalyi**

GOOD BUSINESS: LEADERSHIP, FLOW, AND THE MAKING OF MEANING

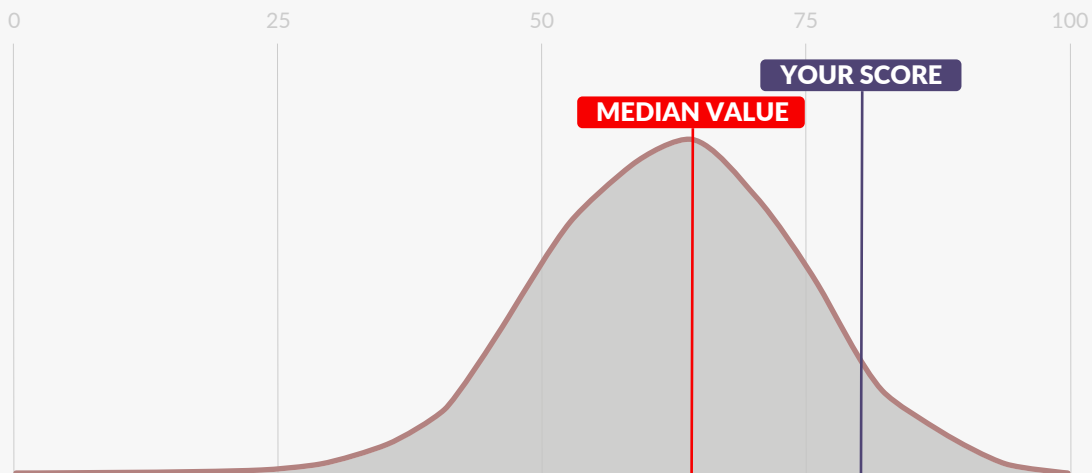
**3.2. YOUR 29 LEADERSHIP SKILLS**



### 3.3. DISTRIBUTION CURVE AND PERCENTILE RANKINGS

Your scores are systematically juxtaposed with all FLIGBY players' average as well as median scores. In this Report, the term "average" is the arithmetic mean, while the "median" shows the dividing point – the middle number – where the exact same number of players have higher as well as lower scores. The basic advantage of the median in describing data compared with the mean (often simply described as the "average") is that it is not skewed so much by extremely large or small values, and so it may give a better idea of a 'typical' value.

**THIS GRAPH SHOWS THE DISTRIBUTION OF THE MEASURED SKILL VALUES OF ALL FLIGBY PLAYERS**



Your "percentile ranking" shows that you did better than the percentage of all players shown.

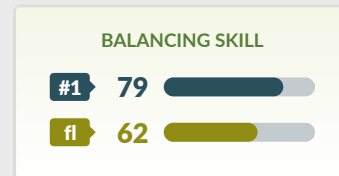
3.4. YOUR TOP 3 SKILLS IDENTIFIED, COMPARED AND EXPLAINED

1

**BALANCING SKILL**

Balancing skill is the readiness to maintain the same importance between things, considering them in the same way. Effective leadership is about balance. A balance between challenges and skills is necessary for Flow. It is easier to become completely involved in a task if we believe it is doable. If it appears to be beyond our capacity we tend to respond to it by feeling anxious; if the task is too easy we get bored. In either case attention shifts from what needs to be accomplished—the anxious person is distracted by worries about the outcome, while the bored one starts searching for other things to do. The ideal condition can be expressed by the simple formula: Flow occurs when both challenges and skills are high and equal to each other.

Your Score:



Database Median Score:

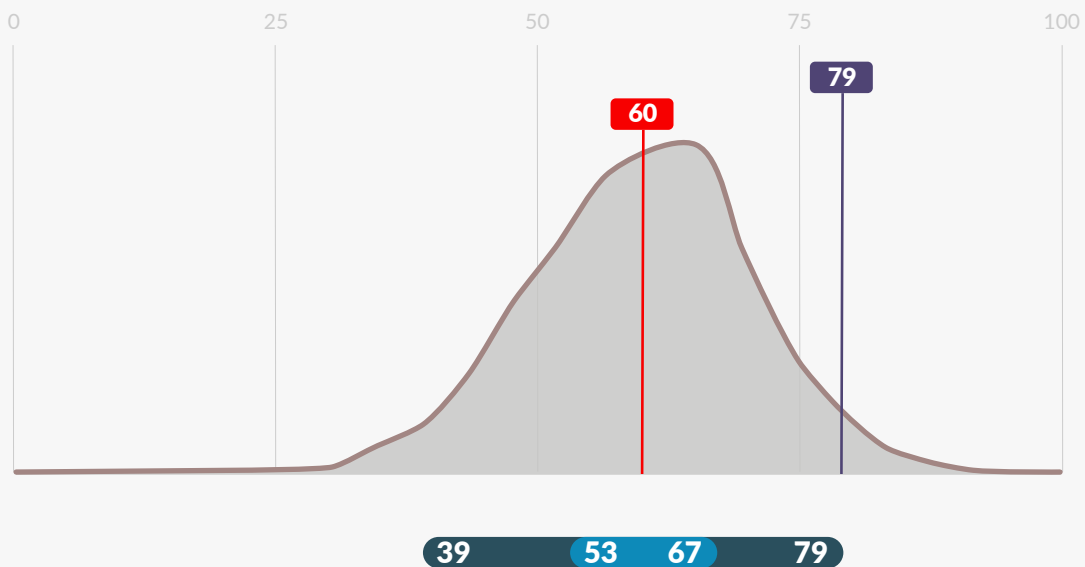
60

Your Percentile Ranking:

95

**Explanation of the Balancing skill distribution curve**

Most people’s overall Balancing skill score is between 39 and 79. In fact, **95%** of all people have Balancing skill within that range. **51%** of people score between 53 and 67.

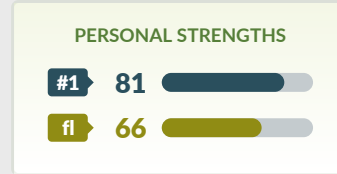


2

### PERSONAL STRENGTHS

Recognizing and applying personal strengths is the readiness to discover and to put to good use those personal strengths of others that are not immediately obvious. It is the realization that those strengths can potentially induce flow states in that other person and thus benefit the organization.

Your Score:



Database Median Score:

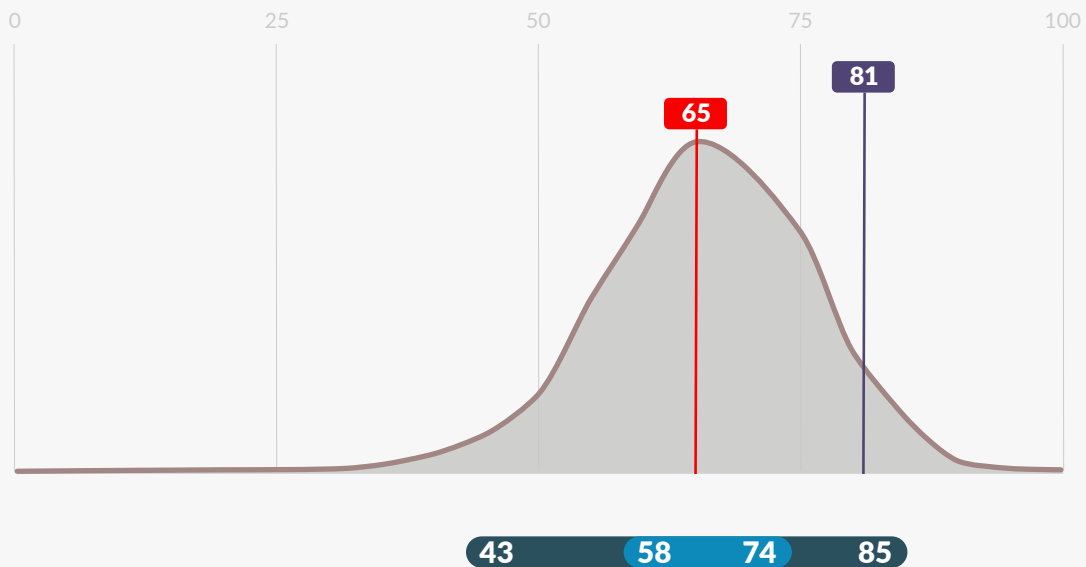
65

Your Percentile Ranking:

94

### Explanation of the Personal strengths distribution curve

Most people's overall Personal strengths score is between 43 and 85. In fact, **95%** of all people have Personal strengths within that range. **56%** of people score between 58 and 74.

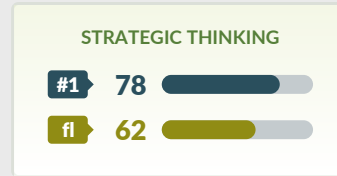


3

### STRATEGIC THINKING

Strategic thinking helps managers to set goals, to determine priorities, to review policy issues, and to perform long term planning. Clear goals are necessary to reach the flow-state. For a person to become deeply involved in any activity it is essential that he or she knows precisely what tasks he or she must accomplish moment by moment. Of course the ultimate goals of an activity are also important but true enjoyment comes from the steps one takes toward attaining a goal, not from actually reaching it.

Your Score:



Database Median Score:

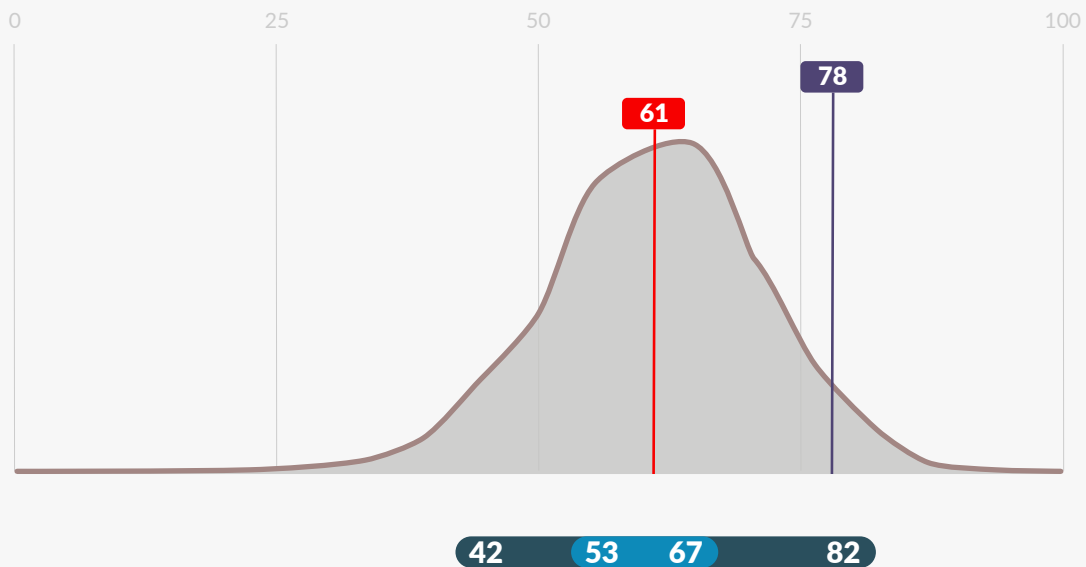
61

Your Percentile Ranking:

94

### Explanation of the Strategic thinking distribution curve

Most people's overall Strategic thinking score is between 42 and 82. In fact, **94%** of all people have Strategic thinking within that range. **51%** of people score between 53 and 67.



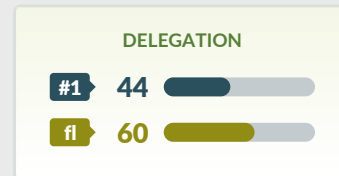
3.5. YOUR MOST TO-BE-IMPROVED SKILLS IDENTIFIED, COMPARED AND EXPLAINED

1

**DELEGATION**

Delegation is the readiness to confer functions or powers on another person so he or she can act on behalf of the manager. Delegation empowers a subordinate to make decisions, i.e. it is a shift of decision-making authority from one organizational level to a lower one.

Your Score:



Database Median Score:

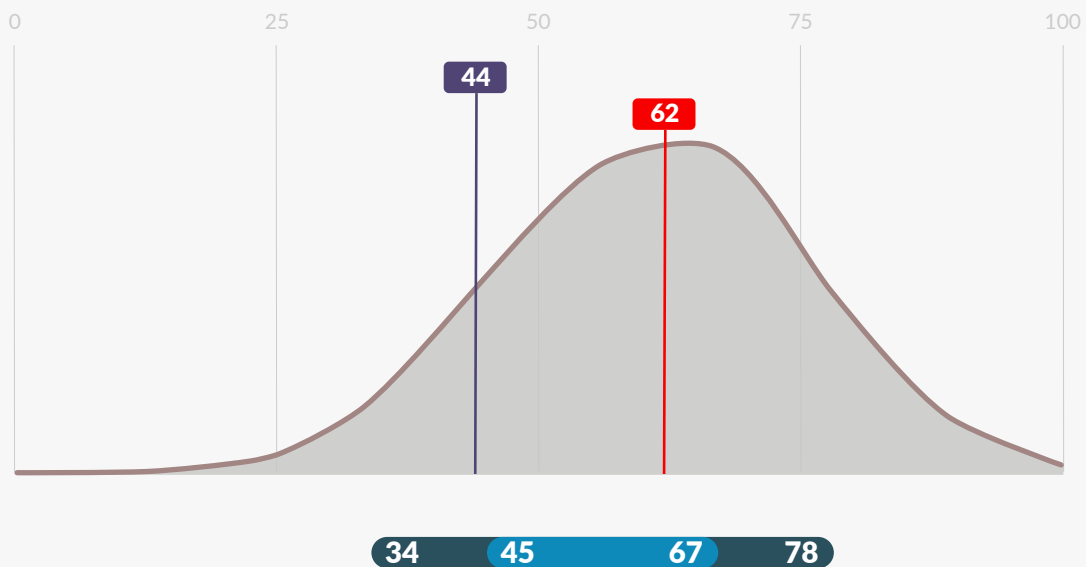
62

Your Percentile Ranking:

11

**Explanation of the Delegation distribution curve**

Most people’s overall Delegation score is between 34 and 78. In fact, **94%** of all people have Delegation within that range. **57%** of people score between 45 and 67.



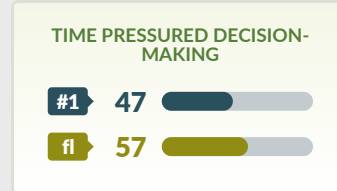


2

### TIME PRESSURED DECISION-MAKING

Decision-making under time pressure is a readiness that enables effective decision-making when limited time and inadequate information is available. This is the skill to decide authoritatively and to be consistent with one's decisions.

#### Your Score:



#### Database Median Score:

57

#### Your Percentile Ranking:

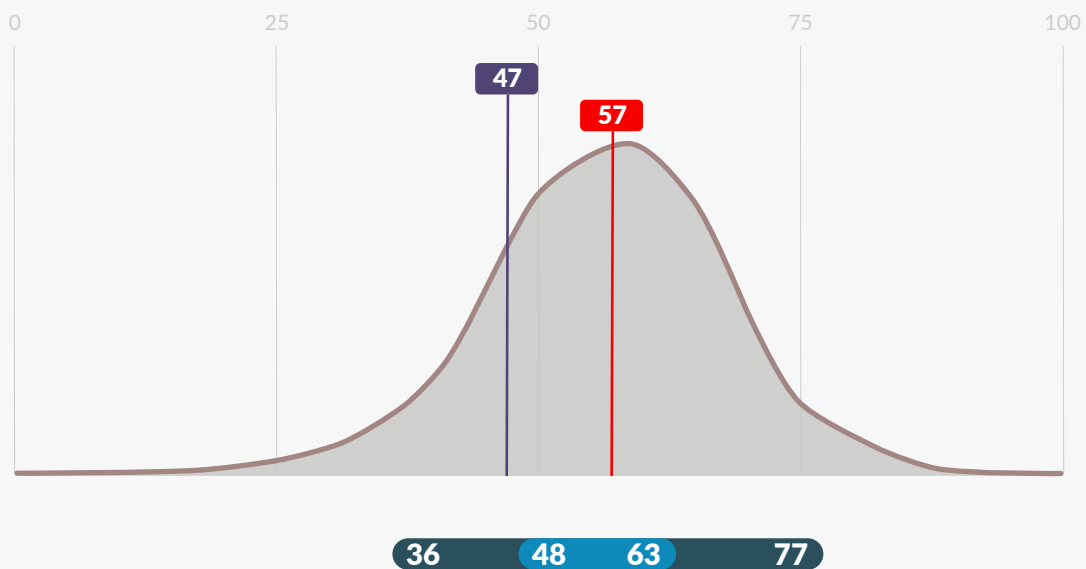
14

#### Explanation of the Time pressured decision-making distribution curve

Most people's overall Time pressured decision-making score is between 36 and 77.

In fact, **94%** of all people have Time pressured decision-making within that range.

**50%** of people score between 48 and 63.

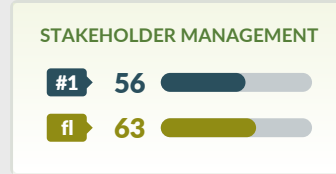


3

### STAKEHOLDER MANAGEMENT

Stakeholder management is the ability to manage the business process, often involving trade-off, so as to have a positive impact on the organizations' stakeholders, including that of society at large.

Your Score:



Database Median Score:

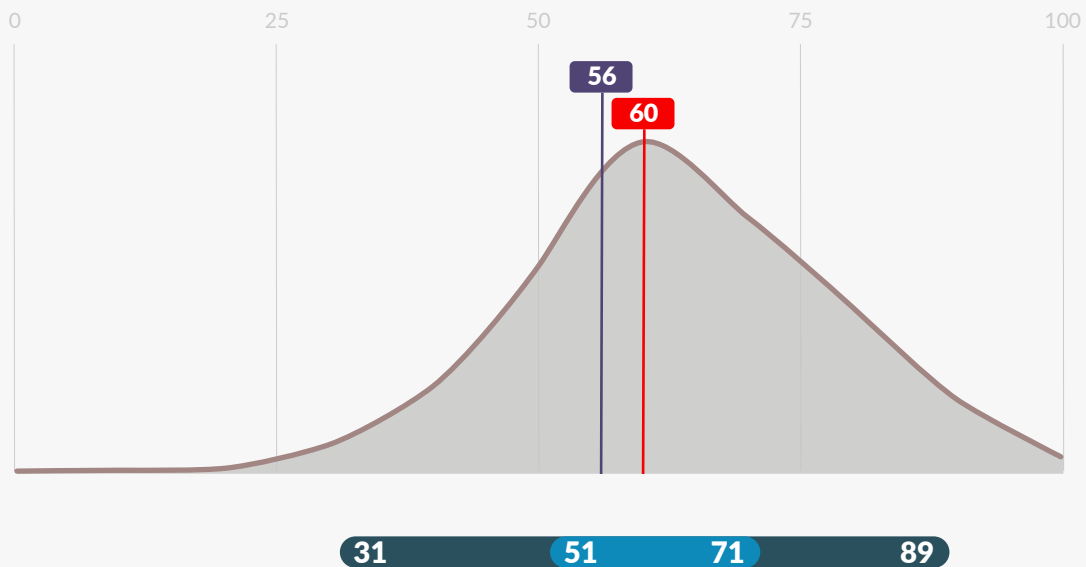
60

Your Percentile Ranking:

25

#### Explanation of the Stakeholder management distribution curve

Most people's overall Stakeholder management score is between 31 and 89. In fact, **93%** of all people have Stakeholder management within that range. **52%** of people score between 51 and 71.



## 4. If You Want to Know More

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### 4.1. A GAME-BASED APPROACH TO IDENTIFYING YOUR LEADERSHIP POTENTIAL

FLIGBY was designed to identify your leadership skills and potential. The Game creates an environment that offers a new type of platform for observing management behavior. The Player gets totally absorbed into the story (indicated by the fact that the global average actual playing time is 07 h 00 m), concentrating on handling the decisions that you had to make.

This approach is not distorted by you, the Player, feeling observed or thinking that you must respond as expected (which is a source of bias when leadership skills are determined on the basis of answers in simple questionnaires).

In FLIGBY, each Player's leadership profile is comprised of his or her scores on each of the 29 leadership competences that supports the creation and maintenance of a value-based and Flow-promoting organizational culture. Incidentally, most of the 29 skills so identified overlap a great deal with those leadership skills that most other, well-known skillsets cover. This means that your FLIGBY skillset is likely to be aligned, or can be aligned, with your organization's own competency listing.

One of the first steps in developing FLIGBY was identifying those 29 skills. Each Player's skill profile was automatically generated at the end of the Simulation.

On each of the approximately 80+ of the more than 150 decisions that you, the GM, had to make in the Game, there were from two to five choices. On each decision, two independent FLIGBY expert teams ranked the answers from the "most appropriate" to the "least appropriate".

On the decisions subject to scoring a Player's skills, the two independent expert groups agreed on what would be the "best" decisions.

Most such decisions are assumed to require (and thus reflect) anywhere from one to a half-a-dozen of the 29 leadership skills. In each instance when you chose the "most preferred" answer, you earned a point or more for the decision. For each particular skill, the maximum number of points that could be earned was standardized at 100%.

This has made it possible to determine your percentage score on each skill.

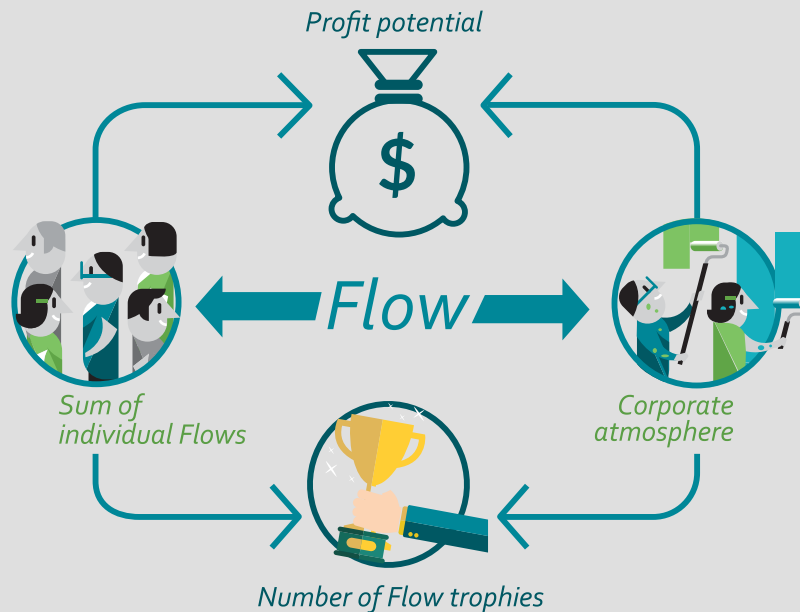
## 4.2. MORE ABOUT WINNING THE SPIRIT OF THE WINE AWARD

The “Spirit of the Wine Award” is a fictional international winery prize we developed especially for FLIGBY to highlight the importance of a value-based and Flow-promoting organizational culture.

The formula for winning the Award reflects how well your decisions could balance among the four target objectives, each measured by its own KPI (key performance indicators):

1. profitability at the end of the Game;
2. the “corporate atmosphere” by the Game’s end, linked to the GM being able to create and maintain a Flow-friendly work environment for all key stakeholders;
3. the number of Flow trophies won throughout the Game;
4. Sum Flow Index at the end of the Game.

The illustration below depicts the Award’s components.

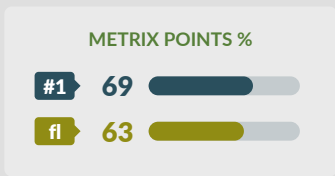



**It is important to stress that your “skills profile” is not directly linked to winning or not winning the Award.**



### 4.3. MORE ABOUT THE "HIT" PERCENTAGE OF YOUR DECISIONS

There are only 80+ among the 150+ decisions that have "preferred solutions". The 80+ decisions are those on which your "skills" were measured. (For the remaining 70 or so decisions, some do not require any leadership skill, while some others are complex dilemmas on which there are no generally applicable "good" solutions). The "hit" percentage shown below indicates the proportion (out of the theoretical maximum of 100%) where you "hit" the preferred solution.



 A higher value supposes more effective decisions by a manager or leader.

#### 4.4. MORE ABOUT THE "FLOW MAP"

One of the preconditions for Flow states to occur is that there should be a good match between the kinds of challenges a person faces and the skillset he or she has. For a Flow state to recur, it is necessary for a person to be willing and able to move, over time, to higher combinations of challenges and skills.

An important objective of the Game was to create a work environment that is able to help colleagues to get into a Flow state from time to time. Prof. Csikszentmihalyi has studied the Flow state of a typical individual, juxtaposing it with seven other "moods" of such persons:

**Apathy** – Comparable to a state of indifference and a lack of interest

**Worry** – By worrying, the attention is shifted towards negativity; (imaginary) problems become bigger and solutions do not seem to exist

**Anxiety** – May cause someone to freeze and stagnate

**Arousal** – By increased stimuli, people respond more attentively to their environment

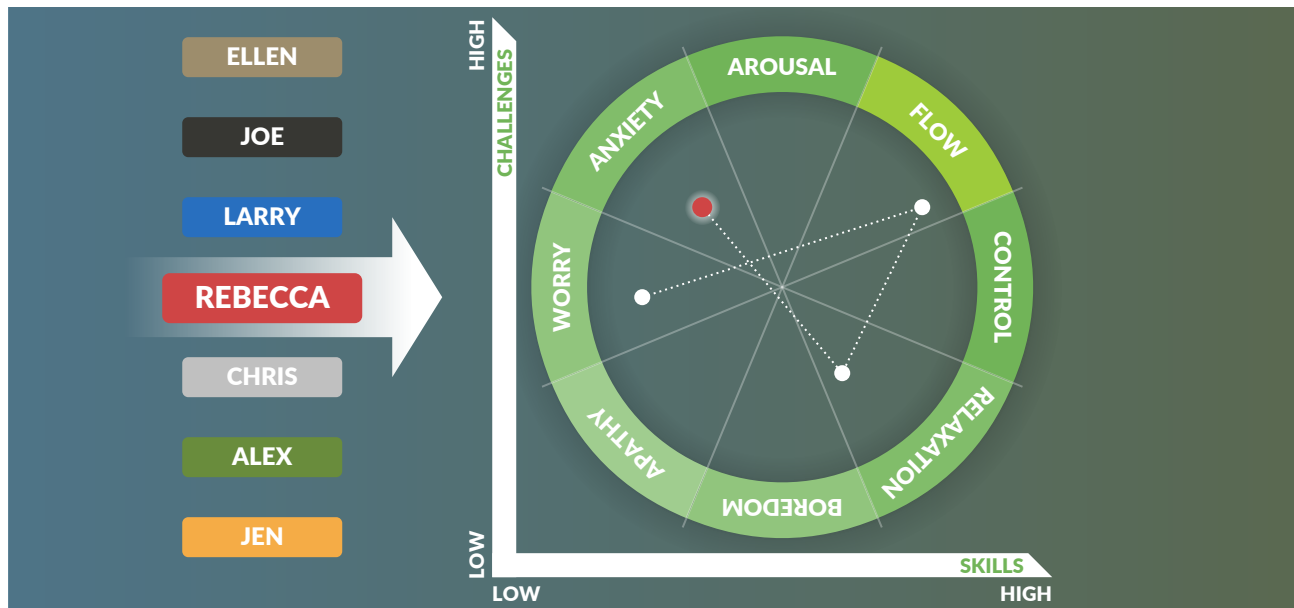
**Flow** – Mental state in which people are completely focused on the activity or task

**Control** – By practicing, skills eventually will be applied in a routine manner, with the risk that the skills level is higher than the challenge to perform a certain task

**Relaxation** – Calm; the absence of excitement

**Boredom** – No interest in surroundings, dull, fatigued

FLIGBY's "dashboard" was created and arranged according to these eight moods. Each character's location on the Map changes dynamically, in harmony with the story and your decisions. It was possible during the Game to follow on the dashboard how your decisions affected the current "state of mind" (mood) of your team members. When one of them entered into a Flow state as a result of your leadership decision, you obtained a "Flow trophy."

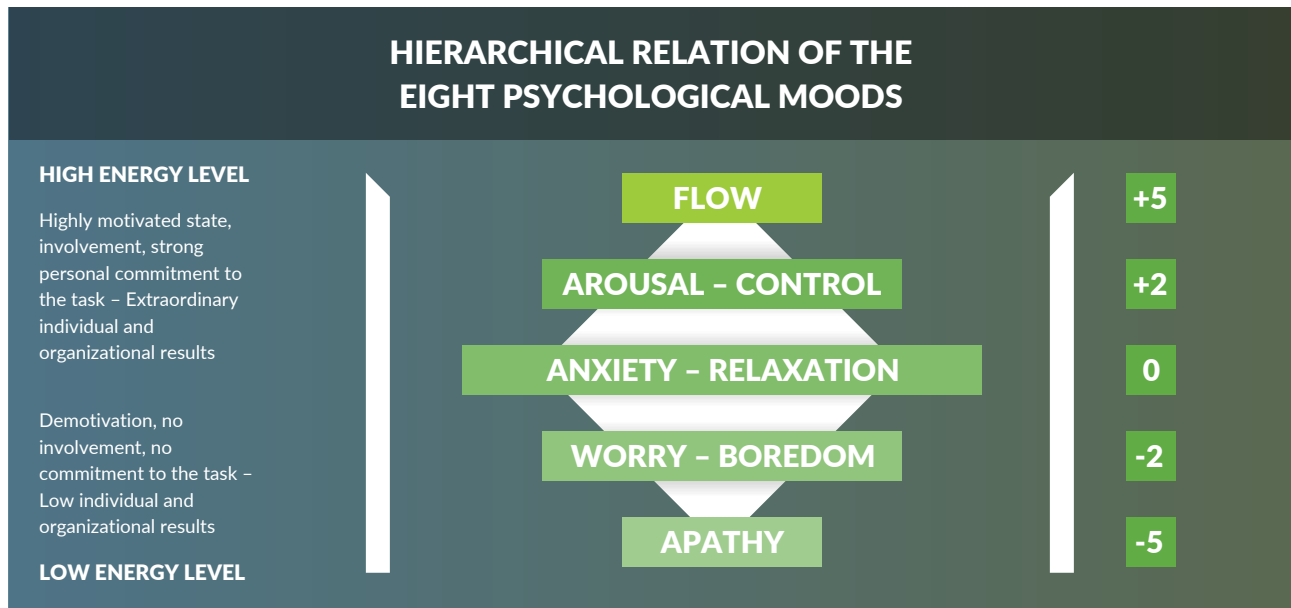


The Map shows the eight-fold classification of your team members' changing "moods" during a typical day at work, while engaged in various types of activities, each activity involving different combinations of challenges and skills.

Not every person will find himself or herself in all the mood states during a given day. Also, the relative importance of various mood states will differ from person to person (partly as a function of their personalities and motivation); some may seldom or practically never enter a given mood state.

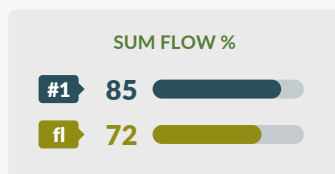
Quite a few of your decisions in the Game did affect the temporary Flow Map position of one or several colleagues on your team. And as you made subsequent decisions, each character either remained in his/her present position or moved to a new position. How your colleagues reacted to your decisions was largely a function of their individual personalities and motivations (about which you learned something when they introduced themselves at the start of the Game, and learned more as you interacted with them during the Game). How your decisions concretely impacted the moods of your colleagues was established by the consensus judgment of an expert group of psychologists and experienced business executives.

The eight positions on the Flow Map are hierarchical, in terms of energy levels, in relation to the "ideal" Flow state (next illustration).



The numbers are somewhat arbitrary indicators of the energy levels of key individuals, generated by the GM’s decisions. If key persons find themselves in “apathy”, that would weaken the actual performance of the team or the entire organization. In the same vein, Flow, or a movement toward its state, creates extra sources of energy for fulfilling tasks. One of your Game objectives was to shepherd your team members toward a Flow state. The numbers on the Illustration above are indicative, that is, they are not precise measurements; they are ordinal rankings, indicating approximate hierarchical relationships.

#### 4.5. MORE ABOUT YOUR “SUM FLOW” INDEX



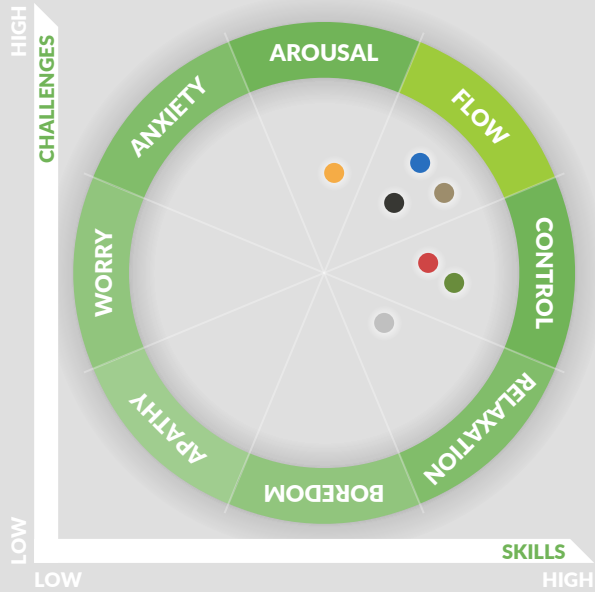
The "Sum Flow Index" is a special KPI for summarizing the “energy level” generated by your virtual team members at different fields of the Flow Map during your gameplay. This indicator shows what percentage of the eight characters' aggregate maximum “energy level” (“Flow-potential”) you could "mobilize" by your decisions. “Sum Flow” percentage shows the extent to which you have managed to take advantage of the team’s maximum Flow-potential during the Game.



4.6. YOUR COLLEAGUES' FINAL POSITIONS ON THE FLOW MAP

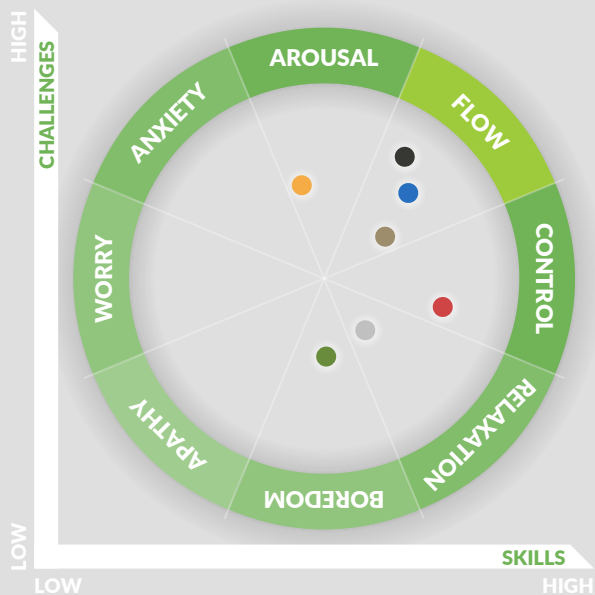
OPTIMAL THEORETICAL MAXIMUM POSITIONS AT THE END OF THE GAME

- ELLEN - FLOW
- JOE - FLOW
- LARRY - FLOW
- REBECCA - CONTROL
- CHRIS - RELAXATION
- ALEX - CONTROL
- JEN - AROUSAL



POSITIONS BASED ON YOUR DECISIONS AT THE END OF THE GAME

- ELLEN - FLOW
- JOE - FLOW
- LARRY - FLOW
- REBECCA - CONTROL
- CHRIS - RELAXATION
- ALEX - BOREDOM
- JEN - AROUSAL



By the end of the Game, all your team members had arrived at their latest destination on the Flow Map. One feedback you might be interested in is the extent to which their locations on the Flow Map had approached their highest reachable position on the Map. The greater the attention you paid, and the higher priority you gave in your decisions to move your colleagues into or toward Flow, the “best” would be their ending “mood” position on the Flow Map.

It is important to note that members of your team had conflicting motivations and interests. Thus, it was simply not possible to move all your team members into or toward the Flow state. Therefore, in making decisions, you often had to choose which of the two opponents, or perhaps neither of them, should be moved toward Flow.

The illustration above shows the final Flow Map status of each of your team members, decided by the successive combinations of decisions you made throughout the Game. The first part of the Illustration shows the theoretical maximum (de facto unattainable) Flow state of your team members.

#### 4.7. THE 29 LEADERSHIP SKILLS: DEFINITIONS

**Active listening** – Active listening is a way of responding to another person that improves mutual understanding. This is a method of listening that involves understanding the content of a message as well as the intent of the sender and the circumstances under which the message is given. Active listening is a structured form of listening and responding that focuses the attention on the speaker. The listener does not have to agree with the speaker – he or she must simply state what he or she thinks the speaker said.

**Analytical skill** – Analytical skill is the readiness to visualize, articulate, and solve complex problems and concepts and make decisions that are sensible based on the available information. Such skills include demonstration of the ability to apply logical thinking to gathering and analyzing information, designing and testing solutions to problems, and formulating plans.

**Assertiveness** – Assertiveness is the readiness to express your emotions and needs without violating the rights of others and without being aggressive. Assertiveness is the behavior which enables you to act in your own best interests, to stand up for yourself without undue anxiety, to express your honest feelings comfortably, or to exercise your own rights without denying the rights of others.

**Balancing skill** – Balancing skill is the readiness to maintain the same importance between things, considering them in the same way. Effective leadership is about balance. A balance between challenges and skills is necessary for Flow. It is easier to become completely involved in a task if we believe it is doable. If it appears to be beyond our capacity we tend to respond to it by feeling anxious; if the task is too easy we get bored. In either case attention shifts from what needs to be accomplished—the anxious person is distracted by worries about the outcome, while the bored one starts searching for other things to do. The ideal condition can be expressed by the simple formula: Flow occurs when both challenges and skills are high and equal to each other.

**Building engagement** – Building engagement is the readiness to create trust and a positive, fulfilling, work-related state of mind that is characterized by dedication. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge. Building someone's (the colleagues, the community) confidence in or reliance on some quality or attribute of a person or a thing, or the truth in a statement.

**Business-oriented thinking** – Business-oriented thinking is the readiness to manage situations and solve problems in order to create added value to the company and in the end, create value for the shareholders/stakeholders. To be successful in business development you need to manage the opportunities and threats of the corporate environment and to recognize organizational weaknesses to avoid, and strengths to build upon.

**Communication** – Communication skills are the set of skills that enables a person to convey information so that it is received and understood. Communication skills refer to the repertoire of interpersonal behavior.

**Conflict-management** – Conflict-management is the practice of identifying and handling conflicts in a sensible, fair, and efficient manner. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation.

**Delegation** – Delegation is the readiness to confer functions or powers on another person so he or she can act on behalf of the manager. Delegation empowers a subordinate to make decisions, i.e. it is a shift of decision-making authority from one organizational level to a lower one.

**Diplomacy** – Diplomacy is the readiness to take into account the varying interests and values of the other parties involved in the negotiation, treating those differences with respect and dealing with people in a tactful manner.

**Emotional intelligence** – Emotional intelligence is the capacity and readiness to understand, express and regulate emotions in oneself and in others.

**Empowerment** – Empowerment is a skill of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.

**Entrepreneurship (Risk-taking)** – Entrepreneurship is a capacity and willingness to undertake conception, organization, and management of a productive venture with all attendant risks, while seeking profit as a reward. Entrepreneurial spirit is characterized by innovation and risk-taking, and an essential component to succeed in an ever changing and more competitive global marketplace.

**Execution** – Execution is the act of performing, the completion of managerial tasks (execution of a plan, a task, etc.), and the readiness of doing something successfully. Managing the business aligned with the common values. Executing strategic goals is by far the greatest challenge in business today.

**Feedback** – Feedback to employees is information regarding their performance that they can also act on. Feedback must be shared in a manner that is understandable and perceived by them as being provided in a highly respectful manner. As an organization seeks to improve its performance, feedback helps it to make the required adjustments. Feedback is immediate. It is difficult for people to stay absorbed in any activity unless they get timely, "online" information about how well they are doing. The sense of total involvement of the flow experience derives in large part from knowing that what one does matters and has consequences. Feedback may come from colleagues or supervisors who comment on performance, but preferably it is the activity itself that will provide this information.

**Future orientation** – Future orientation is the readiness to think in long terms. This is the skill of "forward-looking".

**Information gathering** – Information gathering is the readiness to collect adequate information to perform the next step based on this information. Managers must know what information to gather, where to find it, how to collect it, and ultimately how to process the collected information.

**Intuitive thinking** – Intuitive thinking is a way of thinking that does not use rational processes such as facts and data. It is unfocused, nonlinear, sees many things at once, views the big picture and contains perspective. Good intuition comes from years of knowledge and experience that allows you to understand how people and the world works. Its strength is that it can produce a rapid result. It is acting on feelings or hunches. It can also be guided by emotions.

**Involvement** – Involvement is the readiness to participate in the activities of formal or informal teams/groups, all the way to the execution process.

**Motivation** – Motivational skills are those that enable a person to become motivated and work toward achieving goals. This is the readiness to understand what causes a person to become motivated and stay that way. It helps with making sure people are the most productive that they can be.

**Organizing** – Organizing is the readiness to initiate, arrange and manage several elements into a purposeful structure. This is the ability to create throughout the organization a network of people who can help solve implementation problems as they occur. Good implementers customize this network to include individuals who can handle the special types of problems anticipated in the implementation of a particular strategy.

**Personal strengths** – Recognizing and applying personal strengths is the readiness to discover and to put to good use those personal strengths of others that are not immediately obvious. It is the realization that those strengths can potentially induce flow states in that other person and thus benefit the organization.

**Prioritizing** – Prioritization is the readiness to evaluate a group of items and ranking them in their order of importance or urgency.

**Social dynamics** – An awareness of the complexity of many situations and the social dynamics that govern them. This skill can be used to advance one’s own interest – for the good or otherwise - and/or that of the organization.

**Stakeholder management** – Stakeholder management is the ability to manage the business process, often involving trade-off, so as to have a positive impact on the organizations’ stakeholders, including that of society at large.

**Strategic thinking** – Strategic thinking helps managers to set goals, to determine priorities, to review policy issues, and to perform long term planning. Clear goals are necessary to reach the flow-state. For a person to become deeply involved in any activity it is essential that he or she knows precisely what tasks he or she must accomplish moment by moment. Of course the ultimate goals of an activity are also important but true enjoyment comes from the steps one takes toward attaining a goal, not from actually reaching it.

**Teamwork management** – Teamwork management is the readiness to form, facilitate and monitor teamwork and teams.

**Time management** – Time management is a readiness of systematic, priority-based structuring of time allocation and distribution among competing demands.

**Time pressured decision-making** – Decision-making under time pressure is a readiness that enables effective decision-making when limited time and inadequate information is available. This is the skill to decide authoritatively and to be consistent with one's decisions.

## 4.8. MR. FLIGBY'S "NO-PUNCHES-PULLED" OPINION ON YOU AS A LEADER

Hello Chris!

You remember, we are sure, that Mr. (Frederick Joseph) Fligby was your virtual consultant when you were Turul Winery's new GM during gameplay. Mr. Fligby did not hide his personal opinions about your decisions at the end of each Scene. The wording of his opinions and advice was sometime harsh, as befits his headstrong but basically knowledgeable and well-meaning personality.

Here he is, back again, with his no-holds-barred personal statements about each of your 29 skills. He makes them – opinionated as they are – on the basis of the level and the quality of your skills, measured during your gameplay. In some sentences he praises you; in others (referring to other skills) he is scolding. Don't interpret those as contradictions, but as complementarities; shades of you as a complex person, that we all are.

All leadership skills can be improved. We wish you success in your career.

*The game-design team*

And now we turn it over to Mr. Fligby.



## Mr. (Frederick Joseph) Fligby

to Chris Sample

*Hello Chris,*

- *When involved in a discussion, you help your partner to express himself or herself more fully; your interest seems to be genuine.*
- *You like thorough, detailed planning and testing; you clearly grasp the essence of a problem and are able to help others see it too.*
- *You have the ability to express your feelings and needs in ways that take cognizance of those of others; consequently, others tend to like you and follow you.*
- *You realize that super performance requires suitable circumstances and environments; therefore, you aim to achieve this by matching challenges with appropriate skills for your employees.*

- *You are adept at generate commitment and support for organizational goals; as a consequence, people have positive feelings about their jobs and experience enthusiasm about tackling new challenges.*
- *You successfully handle internal and external operational problems, your decisions generate significant value added for the owners and other stakeholders.*
- *In communicating, you are conscious of the importance of sending unambiguous messages.*
- *You consider conflicts between individuals to be natural and are able to handle them skillfully.*
- *You wonder why your subordinates don't take more initiatives, why they are awaiting instructions; why don't you delegate more often?*
- *You are an impressive negotiator; you recognize differences in interests and values and are sensitive and diplomatic.*
- *You seem to have an impressive EQ, are a team-worker, and there is a close connection between how you feel, think and act.*
- *More and more, you are seeing that sharing information with -- and empowering -- your colleagues improves organizational performance.*
- *You are a devotee of continuous innovation and prudent risk-taking; you consider them to be key ingredients of success.*
- *You seem to focus equally on holding subordinates responsible for following the orders given as on the tasks themselves. In certain cases this can hinder task implementation.*
- *Your approach to feedback is excellent: it is timely and concrete. Thus, your feedback encourages outstanding performance.*
- *"The future is never a simple trend extrapolation of the past."; you feel comfortable in trying to convert future probabilities into a strategic plan.*
- *Sometimes you seem to be overwhelmed by the large quantity and uncertainty of the information you receive.*



- *Key elements of your success include intuitive thinking and comprehensive assessments.*
- *You welcome the challenges of teamwork.*
- *You instinctively strive to set a good example and others readily follow your lead.*
- *Your approach to organizing/managing things is typically done in a routine way; anticipating future hitches is not your strength.*
- *It is with a sharp eye and sure touch that you recognize unusual abilities and potential in your colleagues; you promote the further development and exercise of those talents in the workplace.*
- *You recognize that certain things are important, others are urgent. But so far, these two things are managed separately.*
- *You perceive well, even when not verbally stated, the emotions of individuals as well as the "corporate atmosphere" and try to be intelligently helpful.*
- *Regarding stakeholder management, you seem to believe that it can cause "the cost of the soup to exceed that of the main entrée".*
- *You know your objective(s), and (after assessing your environment and predicting the consequences of your actions) what you need to do; you are an experienced strategist.*
- *From time to time you offer to help to your team(s), whose members are often not overjoyed about your intervention.*
- *You consider effective time-management a key element of a healthy way of life.*
- *You blame slow decision-making on inadequate information.*

*Your tongue-in-cheek,  
Frederick Joseph Fligby*

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For years, our abiding commitment has been to teach and advance Prof. Mihaly  
Csikszentmihalyi's concept of Flow and Flow-promoting leadership, both designed to  
make people happier, organizations more effective, and societies more just.