Profile Report

PROFILE: CUSTODIAN
Welcome to the Sirdar Contribution Compass—a profiling tool that enables you to understand both your area of maximum contribution to a team, company or organisation and how you can leverage the most value for yourself and for your organisation. You achieve this leverage simply - by investing your time in your area of maximum contribution, through what is referred to as your ‘natural energy’.

This tool aims to provide you with focus on how to maximise your application of skills, expertise and time and how best to play your most valuable role in a team. It does not aim to pigeon-hole you or box you into a label or category. People are far more complex and layered than that. While your expertise and acquired behaviour may change slightly over time as you evolve, it is highly unlikely that your main profile or natural energy will do so as it represents the fundamental way that you engage with the world around you, and in particular, in critical moments. A critical moment is when you are not thinking - you are just doing what you do, naturally. You will often find that your profile is reflected most accurately when you are under stress or under pressure. This is when your learnt behaviour falls to one side and your natural energy comes to the fore. The more we actually allow ourselves to operate within our natural energy, and refine our skills accordingly, the more effective we become and the more valuable we make our contribution.

Many of us spend most of our time in areas of our jobs or business activity that consume time and, more importantly, energy from us. The more time we spend in these areas of minimum contribution, the less energy we have and the less value we create for the company and, ultimately, for ourselves. When this downward cycle continues we can end up needing to put even more time into these unrewarding areas of minimal contribution.

Ironically, our parents, our teachers and now even our employers often drive us to work hard on improving the areas in which we are ‘weakest’. Imagine for a moment that we all understood that if we supported each other to focus on the areas where we create the most value - where we are the A+ student - everyone would be better off, both in our work environments and at home.

What if, as a gifted salesperson, you were given the opportunity to focus 100% of your time on activating new sales while someone else focused on nurturing those long-term relationships once on board? Imagine what the rewards could be for you and your company. Think about how much more fun you would be having simply because it does not feel so hard and it makes a much more powerful impact on the world around you.

Unless we understand what our particular contribution is and where we add the most value, then how can we have the rest of the conversation? It is not to say that you are no good at the ‘other stuff’ and it is not to say that you ‘cannot do it’. Yet it is to say, let’s focus you on what you can do and on what creates the most value for you and for your organisation.

The Sirdar Contribution Compass is a tool to guide your focus and direction. In understanding others more deeply, it supports you to make sure that all those on the journey with you are ‘aces in their places’ and motivated to achieve excellence. The whole really does then become greater than the sum of its parts.
What is Natural Energy?

Your natural energy reflects the way that you naturally think and operate. Your natural energy is most easily observed in critical moments, when you will always respond based on your natural energy. A critical or defining moment is usually a brief and intense pressure or turning point, in which the decision you make or the action you take, dramatically impacts your journey, either positively or negatively.

By default, you will respond in that moment from your natural energy as your instinct kicks in. However, your ability to respond effectively in a critical moment that is in alignment with your natural flow can be refined. This is achieved through developing a deep understanding of your natural energy, asking the right questions at the right time and committing to ongoing learning and development.

Some people are naturally innovative and intuitively drive concepts, projects and activity forward, despite all odds. Other people wait for the right time to make a decision or take action based on their sense of the market, their team or their clients. Some people will always be focused on who is affected by a decision and who they can connect with, whereas others will naturally think of the process or the system first and how that should operate.

The concept of natural energy does not suggest that any of these approaches are right or wrong. It simply acknowledges that they exist, and therefore different people will naturally be more effective at different aspects of a business’ activities. The ace in the finance department will never come close to being the star of the sales team. The individual who is brilliant at leading and inspiring the team will not be the best planner and innovator of new products and ideas to drive the strategic activity of the business forward.

Why is it Important?

Identifying, creating and sustaining your value, which you then leverage, is the cornerstone of working effectively with your natural energy. It requires that you have a deep understanding of your natural energy and that you actively seek to utilise that natural energy to create, build and deliver value – for yourself and others.

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When there is a balance of natural energy around a board room table, in an executive or management group, or across the operational or front-line team, there is a much more effective flow, and in turn results, for the directors, team members and the business as a whole. A company that is focused on maximising its growth opportunities should commit to consciously understanding and bringing into balance the natural energies of its board, team and key functions. No matter which profiling methodology is chosen, its consistent application is critical and increases in value over time as your understanding as an organisation deepens.

On a personal level, maturing your understanding and application of natural energy is critical for your development as an individual, to maximise the opportunities available to you and to support the growth of those around you, both personally and professionally. This understanding therefore adds as much value to your family and home environment as it does to the team or business that you are part of.
The Four Natural Energies

Activating energy (North) accelerates and ignites change. Inspiring energy (East) ignites the spark in others, rallying the team to support the shared vision while striving to excel. Sustaining energy (South) brings others’ ideas to life through the implementation of those ideas and the nurturing of their growth. Tempering energy (West) brings a refining eye and razor-sharp detail.

While we all have the ability to develop a broad range of skills and learnt behaviours, in a critical moment we tend to respond in a particular way. In the Sirdar Contribution Compass there are four natural energies that combine in varying degrees for every person, thereby providing a unique profile that highlights how that person is likely to respond in a critical moment.

For example, if the executive directors are what we call ‘Activating’ profiles, being innovators and ground-breakers, in a critical moment they will create new ideas and solutions, sometimes creating new problems to which they then have to find solutions. Adding more of the same will result in a multitude of new projects being started and not finished. Bringing in grounded ‘Sustaining’ profiles will balance out this high-action dynamic and attune the business to more appropriate cycles and timing, ultimately enabling it to build a much stronger, long-term, sustainable enterprise. An ‘Inspiring’ profile will inherently understand the needs of the team and external stakeholders and actively engage with them, which balances a ‘Tempering’ profile that is analytical and data-driven.

Over and above the natural energies of team members and the balanced perspective they bring, it is also important to take into account the stage of growth that the business is in. For example, consider what would happen if you appointed ‘Tempering’ profiles to a board or team where there was a significant underlying requirement to drive sales – an activity that necessitates ‘Inspiring’ and ‘Activating’ profiles. Even if the appointees were highly capable, the kinds of questions and focus being driven through the board or team would be very different from what the business would actually require. This would delay the board or team in delivering the much-needed value that could have been provided faster had the right profiles been in place. Getting the balance of profiles right along with the most appropriate business stage match is a critical part of successful appointments at any level.
Activating (North)

Activating energy accelerates and ignites change, bringing innovation and the ability to initiate new projects. It tackles obstacles head-on, solves problems and sees new opportunities missed by others. This energy sparks activity, drives others forward and maximises the view of the bigger picture and the visionary future ahead. When not in balance, Activating energy can push so hard that the team is left exhausted. Indeed, those who operate within this energy just consider this collateral damage in the process. It can quickly destroy value through its drive to relentlessly create and not finish what is started or to not build the team to support it.

Sustaining (South)

Sustaining energy brings others’ ideas to life through the implementation of those ideas and the nurturing of their growth over the long term. It is grounded in reality and understands the elements, resources and pace required to achieve sustainable growth. This energy maximises value through the consistent application of the right effort and the persistent commitment to completion. When not in balance, Sustaining energy can get bogged down in the limitations of the current reality and long-standing routines that no longer serve. It can quickly destroy value through doggedly following the tried and tested and resisting the breakthrough moment.

Inspiring (East)

Inspiring energy ignites the spark in others, rallying the team to support the shared vision while striving to excel, individually and collectively. It hears the voice and sentiment of the people in the team and builds engagement, rapport and team spirit, as well as connecting in others around them and their network to rally behind the same cause. This energy maximises the talent of a group and fires them up to get moving. When not in balance, Inspiring energy can result in too much attachment to the feelings of others and the inability to focus on the specifics required to achieve the result. It can quickly destroy value through the inability to hold the team accountable and not getting tough when required.

Tempering (West)

Tempering energy brings a refining eye and razor-sharp detail, cutting through the noise and identifying risk with a factual and data-based perspective. It has the ability to assess and solve complex problems, while optimising efficiency and return. This energy maximises value through analysis and the testing of solutions with a considered approach that focuses on continuous improvement. When not in balance, Tempering energy can get lost in the numbers and analysis, losing perspective of the vision and becoming too risk averse. It can quickly destroy value through being out of touch with the people in a team and the human dynamics at play.
‘Sirdar’ is the name given to the lead Sherpa on a mountain expedition. Where others view a high mountain as a great challenge or an insurmountable obstacle, the sirdar sees it as a clear path of opportunity. The sirdar builds the right team, chooses the correct route and knows when to go for the summit.

Every sirdar or leader has their own unique style and approach, characterised by the main four types of natural energy. Effective leadership requires an understanding of natural energy so that you can leverage your strengths, bring balance to those areas that are a challenge and build an executive team that bridges all the natural energies. This, in turn, supports leaders to engage, motivate, inspire and lead others for shared success.

Vision is an essential quality of leadership that sets a clear path for a team to follow whilst mobilising the team’s commitment and focused energy to overcome obstacles and persevere towards the shared destination. Natural energy has a significant influence over the way in which a person imagines, perceives and engages future potential. It is powerful to understand your own aspect of vision and to gear your communication so that it connects with others more clearly and in a meaningful way. Through this conscious approach, you can understand why others have a different point of view and how to work with different perspectives.

Being a Sirdar
Building a Team

Maximising a company’s growth potential, and its contribution to society, occurs in an environment where a team of loyal and supportive people with the appropriate energies and skills collaborate to achieve the business’ purpose. This should in turn support those individuals to achieve their own goals. Knowing how to choose the right person for the job and ensuring that the best people stay and continue to grow, is paramount in achieving this.

Every business is made up of people. People are the heart and soul that create the energy, activity and flow in a business. They are the lifeblood of an organisation. The magic that is achieved when you have a truly effective team is unmistakable. The approach to creating an effective team, or the lack thereof, can determine the success or failure of a business.

In applying this principle, you must ensure that your team is in flow and that people are in positions that leverage their individual natural energy. No matter how hard you try to follow processes to identify the ideal candidate for a position, to review and confirm their experiences and to consider their cultural fit in your organisation, if an individual is put into a role that does not leverage their own individual natural energy, they will not be a star player on your team.

A successful team requires diversity in its skills and abilities so that the team as a whole can achieve more than the sum of its parts can. A balance in natural energy is equally as critical in this requirement for diversity and ensures that every opportunity and challenge is seen from different perspectives. In so doing, team members can strengthen the whole through their own natural energy and through the insights that naturally arise from their point of view. Emotionally intelligent leaders understand how to balance their team and they engage consciously to maximise the contributions from each profile within the team, even from those who are directly opposite to their own natural energy.
Maximising your Contribution?

Natural energy has a critical role to play in understanding what inspires people and the emotional needs that drive their levels of motivation. Whether it is recognition, diversity, interdependence or certainty, or a combination of the above, in consciously addressing the emotional needs of others you can proactively serve the real drivers of those around you. At the same time, you must ensure that you can balance the needs of your team so that all motivating factors are addressed in all decisions and engagements. This also applies to all forms of communication and to all stakeholders, including customers.

Communication is a critical tool in order to engage and share with others and to build highly effective teams. Every form of communication and activity is an opportunity to use natural energy and attention types to consciously and purposely convey the message in the most effective and efficient manner. In so doing, you can overcome the inherent habit of communicating with others using your own attention type and can thereby improve the ability for the other person to understand you fully and accurately. This applies to any form of communication material – verbal, visual or written - from internal memos to position descriptions and advertisements, marketing materials and employee documentation.

Furthermore, every person has their own particular way of learning that is most in alignment with their natural energy, which includes visual, auditory, kinesthetic and analytical styles of learning. In understanding your own learning style, you can optimise your own learning processes more effectively and consciously while engaging with others in a manner most suited to their style. This approach to engaging with others improves the quality and outcomes of your communication activities and provides others with the opportunity to do the same. It requires a commitment to paying attention to others and a willingness to be flexible in how you engage in order to achieve the highest outcome in every moment.
**A Catalyst** is a person who naturally brings change through accelerating a reaction or interaction, getting raw substance to interact in a vibrant and new way. Catalysts are dynamic, stimulating, driven and inciting. They excel at getting something going with energy, and are often found starting new businesses, leading a new project or taking an existing project into its next big step. They easily plug into the world of ideas and into a vision of the future. Naturally innovative, they bring new ideas and creative approaches into any team. Catalysts are often found in product or service development, several at a time, where they bring their new ideas to life and explore innovative concepts at a pace difficult for others to keep up with.

Catalysts who have learnt to maximise their natural energy, understand that their value lies in being able to focus their energy into the conception and development of powerful ideas that they move forward with energy and then hand over, when ready, to be taken to the next stage. They demonstrate their ability to be exceptionally critical of their own ideas and to translate good ideas into proven concepts that will go the distance.

A Catalyst who struggles to maximise their contribution can push others so hard that the team is left exhausted and demotivated. The relentless drive to create, without commensurate completion, can frustrate a team that is focused on translating the Catalyst’s ideas into tangible results. Catalysts may also suffer from the lure of a shiny, new idea that may draw their attention away from the importance of finalising the idea right in front of them. Removing distraction and maintaining absolute focus are ways that a Catalyst can build power around a central idea and prove that idea through research, piloting and refinement.

**A Champion** is a person who, like a thunderbolt or a strike of lightning, shakes up the status quo and stirs up people to pay attention to the message they herald. Using their personal credibility, Champions shine light on the cause they rally for and incite others to join them. They are vibrant and exciting, and the call they make to pay attention is hard to resist. They excel at taking a proven idea and broadcasting its value to a wide audience, garnering support and enthusiasm. Once they are confident that the idea is powerful and worth shining a light upon, they bring a magnetic quality that attracts attention. Champions are often found in brand ambassador, sales and marketing roles, where they naturally sell a product, concept or brand through their inner conviction that it has value.

Champions who have learnt to maximise their natural energy, understand that their value rests in being able to shine their light upon a focused and central idea that then mobilises others to join the cause. This also means that they do not charge ahead so fast that they leave others behind. They demonstrate their ability to be selective in their message and consistent with how that message is broadcast.

A Champion who struggles to maximise their contribution is one who is unfocused or unclear about the cause they are championing or the audience they should focus upon. This may result in the drive to be in front of an audience at all cost without having deepened or refined the message. Champions may also fail to recognise the importance of their personal brand or may align their brand too quickly with an idea that still requires refinement and maturity. Or, alternatively, they may shine light on too many disconnected and unrelated ideas at once, making others wonder what they actually stand for.
**A Coach** is a person who ignites the fire and passion of others to work together as a team focused on bringing a central idea to life. Coaches bring warmth, energy and inspiration, which lights up the path for others so that they may strive for personal excellence and team success. They excel at understanding people deeply and being tuned to their emotions and what their team really need in order to overcome challenges. Coaches are often found rallying teams and developing talent, and are often involved in roles focused on leadership, networking, customer acquisition or recruitment.

Coaches who have learnt to maximise their natural energy, understand that their value lies in attaching themselves to a worthy cause and being able to build and maintain a high-functioning and effective team or group of supporters who love what they do and are motivated to support that cause. In this context a team can refer to any group of associates or contacts. They demonstrate their ability to inspire and guide their team and hold them accountable for performance. They also recognise the importance of structure and routine, even if they find this challenging.

A Coach who struggles to maximise their contribution is one who is easily lost in the emotions of others or gets too caught up in the drama, and therefore becomes over-attached to making others happy or keeping the peace. This can result in the inability to get tough when needed and to hold others accountable. A Coach may also experience a variety of connections and interactions that are emotionally satisfying yet do not directly translate into value creation, akin to a bee buzzing from flower to flower yet never collecting pollen. Managing others against clear outcomes and structured frameworks can support a Coach to bring balance to engagement and accountability.

**A Connector** is a person who brings people, ideas and resources together, and like a lake into which all rivers flow, they have a special gift that can unite the right people at the right time and place. This ability to connect is driven from a combined understanding of what people really need and the resources and opportunities available that may best serve those needs. They excel in communication and being able to talk through ideas, challenges and solutions to create a collective way forward. Connectors are the quintessential diplomats and can often be found at the negotiating table or at networking events, where their extensive networking relationships support building bridges between people and resources.

Connectors who have learnt to maximise their natural energy, understand the immense value of their networks, relationships and associations. They invest in those relationships with a long-term view to the future value of the social capital they create. They demonstrate their ability to seek opportunities for those around them at the right time and place, and to broker value-creating solutions. In situations of conflict, they mediate the best solution possible without losing sight of the vision to be achieved.

A Connector who struggles to maximise their contribution is one who has many or a broad base of contacts and associations yet has not invested enough time and focus in those connections so that they are value-generating and sustainable. They may also get so carried away with the joy of creating connections that they fail to leverage the value of their own network and its associated social capital. A Connector may also spend too much time interacting and communicating and not get to the point. They should instead make sure that clearly defined outcomes are achieved through each engagement or document the agreements to ensure both themselves and the parties involved receive their respective share of the value created.
A Custodian is a person who has the ability to nurture and support the ideas of others and bring them to life, while guarding and protecting the assets and resources under their care. Their gentle and supportive energy is grounded in their understanding of reality, resources, timing and practical considerations. They excel in their ability to get tasks done, maintain routines and honour commitments and deadlines, while ensuring that the right activity delivers tangible results. Custodians are often found in operational and customer service environments where timing, a sense of urgency, routine activity and a service ethic are paramount.

Custodians who have learnt to maximise their natural energy, understand the value of their ability to honour the promise made through the central idea and utilise resources effectively to do so. They recognise that their role is to support the implementation of the idea and to use their love of getting the task done well using practical solutions to do so. In their quest for meaningful connection, they seek opportunities to ensure that their everyday activity is meaningful and makes a positive contribution.

A Custodian who struggles to maximise their contribution is one who too easily gets bogged down in the day-to-day reality and in long-standing routines that no longer serve, be those self-created or systemic. Current limitations may inhibit their ability to think more broadly about the future. They may therefore become overly concerned with practicalities and struggle to envision an idea or concept that is not yet tangible or fully defined. The Custodian may also value getting the task done quickly yet may miss opportunities to leverage their activity by being overly focused on getting the job done.

A Cultivator is a person who guides and shapes the growth of a team, project or enterprise through a subtle influence that seeks to adjust, refine and develop. Just as a plant grows and strengthens through a flexible response to its environment, so too does a Cultivator make incremental adjustments in their environment to achieve long-term, sustainable growth. They excel in their ability to manage complex projects and deliverables, while making sure that resources are carefully managed and risk is mitigated in a timely manner. Cultivators are often found in project management environments where the careful balance of people, time and money is a critical skill.

Cultivators who have learnt to maximise their natural energy, understand that subtle and flexible growth can only deliver long-term results if it is consistent and persistent. This means that they understand how to support progress at a gradual pace without dissipating their focus and undermining their ability to achieve the required outcomes – not too fast and not too slow. They recognise their value in monitoring, tweaking and refining a process and the resources required to support that process, while recognising the value of the long term.

A Cultivator who struggles to maximise their contribution is one who may not fully understand the power of rhythm, momentum, consistent effort and the acceleration in value that can occur from seemingly small tactics done well in a focused direction over a long period of time. Sporadic and misapplied effort or ‘stops and starts’ undermine the Cultivator’s ability to create value. They may also become so concerned with mitigating risk that the value that can accrue from seizing the opportunities inherent in risk become challenging to unlock. A Cultivator may also become overly focused on micromanaging the detailed tasks and lose sight of the bigger picture.
A **Conductor** is a person who, just like the conductor of an orchestra, uses their focused and efficient energy to direct the singular instruments of the orchestra into a unified and optimised collective. With the wave of a baton, the conductor keeps the whole orchestra in rhythm and in tune. So too does a Conductor excel at making sure a process or function runs optimally and efficiently. With a natural affinity for analysis and data, a Conductor is able to find meaningful insights through information and the analysis thereof. Indeed, they revel in solving problems through logic and fact. Conductors are often found in research, quality management, production and accounting fields, where the numbers, graphs and data feed tell a story of their own.

Conductors who have learnt to maximise their natural energy, understand the value they create in any team through the non-emotional and factual view of the world that they hold. They recognise that they are at their best when resolving ‘how’ a problem should be solved and then apply that skill consciously. They focus on optimising processes or activities by making them incrementally more efficient, and direct their attention to return of investment and the incremental shifts required to maximise the return for the effort expended.

A Conductor who struggles to maximise their contribution is one who fails to appreciate the value and dynamics of the people in any process or function, and the potential negative impact of ignoring the human condition in the quest for optimal function. They may also become lost in analysis-paralysis and misjudge the true value of the data they so highly prize. Conductors run the risk of valuing their efficiency at a much higher level than they value their team and the vision that team is striving towards. A great Conductor remembers that there is a balance that must be found.

A **Calibrator** is a person who ensures that the instruments used to create value are continuously refined and adjusted where necessary. These instruments could include the business model, the systems or technologies, the methodologies utilised or any kind of tool required or applied in the delivery of the promise. This kind of energy is relentless in its pursuit of continuous improvement and incremental refinement. Calibrators excel when they can tinker with how the system works and experiment with new approaches to old problems. They are often found in engineering and information technology fields due to their knack for fine-tuning many different types of systemic structures.

Calibrators who have learned to maximise their natural energy, understand the value they create in refining the foundation and building upon that foundation with further improvements. They have refined their own technique of how they both review performance and identify new ways of fine-tuning the system and extracting further value. Furthermore, they know that magic point when any more tinkering is just too much or when a more aggressive approach to improvement is required. Calibrators also recognise that any system is never perfect and does not always need to so.

A Calibrator who struggles to maximise their energy is one who becomes overly attached to their quest for perfection at the expense of efficacy and timelines. They also have a tendency to never finish a project or undertaking – just as they are about to reach closure they identify more improvements that must be made, and so the cycle repeats itself again. Calibrators also have the tendency of being so focused on the system, and the products and services it should deliver, that the human factor and practical realities are overlooked.
A Custodian is a person who has the ability to nurture and support the ideas of others and bring them to life, while guarding and protecting the assets and resources under their care. Their gentle and supportive energy is grounded in their understanding of reality, resources, timing and practical considerations. They excel in their ability to get tasks done, maintain routines and honour commitments and deadlines, while ensuring that the right activity delivers tangible results. Custodians are often found in operational and customer service environments where timing, a sense of urgency, routine activity and a service ethic are paramount.

CUSTODIAN – SUSTAINING

- Grounded, realistic, practical
- Guards and protects assets and resources
- Driven by the opportunity for a deep connection with others
- Drawn to harmonious routine they can control
- Motivated to instil order and rhythm
- Attention to detail is focused on ‘superior operational activity’
- Can be overly attached to day-to-day operational detail

Drivers for Growth

Custodians are driven by the need to feel a deep sense of connection to others and to the work that they do. For a Custodian, the time that they invest must make a difference in the world around them. A sense of belonging, being close to those around them, the ability to bond with their team or group and pride in their team is an important motivator. Harmony is therefore highly valued. They are also energised by rhythm – paced activity that they can control by keeping everything ‘ticking along’ like clockwork. Order, routine and repetitive activities feed the Custodian’s desire for everything to be in its rightful place.

They will respond well when their reward is tied to their ability to care for and look after a business, a team, a unit or a function. Custodians often prefer avoiding the limelight, rather supporting the team from behind the scenes. They most certainly are seldom found starting businesses, rather supporting the long-term growth of a proven idea that has an effective team and market traction.

Custodians will quickly become disengaged in unstructured environments that change frequently or have not yet matured. They can also become demotivated if they have to work in isolation, with a lack of information about what is really going on, with insufficient resources or a complete disconnect to the end user of the product or service.

Maximising Contribution

Custodians are like the earth – they support the growth of other people’s ideas by supplying the right nutrients and the foundation for that growth. They are calm, highly grounded and practical. They have a sixth sense of when an activity or project has an issue or does not ‘feel right’ and a strong connection to the day-to-day activities going on around them. This is due to their feet being firmly rooted on the ground and their focus being immersed in the practical reality of their activity. Custodians therefore tend to have a heightened sensory awareness and pick up a stream of impressions from what is actually going on. As such, they could also be
considered the conscience of the organisation when others are racing too fast to really appreciate the impacts of the actions being put into motion.

Their attention to detail is often focused on activity – the tasks, routine, timing and location of day-to-day events. Custodians will therefore often be concerned about meeting deadlines, routines being upheld and the customer being satisfied, whether that is an internal or external customer. If they become overly attached to the day-to-day they can quickly become lost in data and lose sight of the bigger picture that their activity supports. For entrepreneurs, this often relates to the Custodian getting stuck in the operational aspects of the business, which would naturally get all the attention, and forgetting that you are supposed to work ‘on your business not in it’.

A team that truly understands the value of a Custodian appreciates that their role is to support growth and not to create new products or services or to innovate. This does not mean that they are void of ideas – their ideas will be focused on how to achieve operational efficiency. Their value comes from their ability to bring ideas to life – to nurture and care for the growth bestowed in their care. They inherently understand the customer experience and what can be improved to make the customer journey more meaningful and value-adding. A Custodian can become quickly deflated if they feel that they do not have access to the resources they need to fulfil their mandate or become disconnected from the people and activity.

Custodians who have learnt to maximise their natural energy, understand the value of their ability to honour the promise made through the central idea and utilise resources effectively to do so. They recognise that their role is to support the implementation of the idea and to use their love of getting the task done well using practical solutions to do so. In their quest for meaningful connection, they seek opportunities to ensure that their everyday activity is meaningful and makes a positive contribution. This requires that they find a way of continuously staying connected to the bigger picture or the ‘why’ so that their activity remains meaningful and in tune with what is really important.

**IDEAL PROFESSIONS**
- Operational management
- Customer service or call centres
- Service delivery
- Account management

Furthermore, mature Custodians have learnt how to manage environments filled with change and uncertainty in order to maximise their ability to support those environments without going to overwhelm. They appreciate that there might be some things they do not yet understand and have a way of managing the internalisation of new information or unpacking a complex task until they understand it. They are also confident that when they feel the timing is not right they make sure their voice is heard, even if that means slowing it all down.

A Custodian who struggles to maximise their contribution is one who too easily gets bogged down in the day-to-day reality and in long-standing routines that serve no purpose, be those self-created or systemic. They may also too easily get stuck into doing a task themselves just to get it done quickly. Current limitations may inhibit their ability to think more broadly about the future. They may therefore become overly concerned with practicalities and struggle to envision an idea or concept that is not yet tangible or fully defined.

Custodians tend to slow processes down and take time to work through new things, yet that is almost always necessary in order to strengthen areas that are not yet mature and internalise new learning. They may also value getting the task done quickly, and, in the process, miss opportunities to leverage their activity by being overly focused on getting the job done.

**Maximising Reward**

Within an organisation, a Custodian creates return by sustainably delivering on the promise of its products and services. They ensure dependable delivery on-time and on-budget, while remaining in tune with how the market and the customer actually experience the promise. As a result, a Custodian has the ability to increase customer
There is a risk of being overly-cautious, resistant to innovation and not challenging the status quo. They can become too complacent with processes that are working well yet are no longer innovative enough to go to the next level. They can also over-rely on what they feel is going on and not support that sense with solid research or data-driven analysis.

In developing an effective leadership team, Custodians should first look to appointing a Conductor who brings Tempering natural energy and provides a return on investment perspective along with research, data analysis and process efficiency. For entrepreneurs, this would allow the Custodian to focus on customer service and connection while the Conductor optimises efficiency and delivers value through data and reporting. Thereafter, a Champion brings energising Activating energy and igniting Inspiring energy to spark the energy of the team and mobilise the brand presence in the market.

Pathways to Learning

Custodians learn best through experiential means. Experiential learning, or learning-by-doing, is a highly valuable pathway to knowledge and understanding for a Custodian. Examples include physical activities, walk-throughs, role play and practical scenarios. Tactile, hands-on learning enables the Custodian to develop a powerful tangible understanding, which as it tends to slow down the learning process, gives them more time to internalise new knowledge. A Custodian will typically struggle in a fast-paced visual or verbal learning process, where they will retain only a small portion of what they could have if they did so experientially and practically.

BUILDING THE TEAM

A Custodian should initially seek a Conductor and Champion to build the core team – bringing in the balancing effect of Tempering, Activating and Inspiring natural energy.
Resources

If you would like to learn more about your profile or how to work with the natural energies of others, perhaps consider the resources below.

1. Follow the conversation on social media:
   - @ContComp | @SirdarGroup
   - Contribution Compass by Sirdar
   - Sirdar Global Group

2. Join a webinar or education event:
   - www.contributioncompass.com
   - www.sirdargroup.com

3. Contact a regional office for more info:
   - South Africa
     - www.sirdargroup.com/za
   - Mauritius
     - www.sirdargroup.com/mu
   - New Zealand
     - www.sirdargroup.com/nz
   - Global
     - info@contributioncompass.com
About Sirdar

Sirdar’s promise: empowering communities through sustainable enterprise

‘Sirdar’ is the name given to the lead Sherpa on a mountain expedition. Where others view a high mountain as a great challenge or an insurmountable obstacle, the sirdar sees it as a clear path of opportunity. The sirdar builds the right team, chooses the correct route and knows when to go for the summit. At Sirdar, we apply this strategy to enable your business to reach new heights.

Sirdar is passionate about developing shareholder-managers and growing SMEs and privately-held companies. We do this because the creation of sustainable enterprise is the only way to move a community, or indeed a country, up the ladder of prosperity.

Therefore, by supporting these businesses, we make a tangible impact on the communities in which they operate and the people living there too. Sirdar is committed to empowering communities through sustainable enterprise.

To achieve this, we support privately-held companies, and the shareholder-managers and executives who operate them, with the right tools to deliver long-term, incremental and sustainable growth. Profitability can therefore increase to support expansion requirements, and shareholder-managers can finally receive a return, or increased return, on their investment. Most importantly, business founders and shareholder-managers can enjoy the freedom that comes only when the business is no longer dependent on them to thrive.

Through our promise we support shareholder-managers to envision a bigger reason for being in business, or to reconnect with their original reason for starting the enterprise. We enable them to deliver on that promise and make a direct and positive impact on the community and all of the company’s stakeholders in doing so.

 Leaders in the education and implementation of governance for privately-held companies

Through our team of trained professionals and innovative, yet structured services, Sirdar guides the privately-held company step-by-step on its journey up the mountain. With the wisdom of experience of what lies ahead en-route to the summit, our team supports companies to deliver on their promise via the shortest possible route, yet at the pace necessary to ensure the business reaches the summit safely. Every engagement with you is measured for its effectiveness in creating the right results, and our team is held accountable to deliver these.

Governance is often incorrectly thought of as, firstly, a practice reserved for big businesses and corporates, and secondly, as a tick-box system that only measures compliance. In reality, governance is a critical business tool for privately-held companies to utilise in order to improve performance, increase company value and deliver a return to shareholders and other stakeholders. Sirdar’s unique methodology of governance blends best practice thinking, holistic governance models, the practical application of governance principles and the provision of independent non-executive directors and a team to guide the enterprise. This delivers real value to the companies in which we are involved and we see an immediate positive impact as well as increase in sustained profitability and value in the businesses we work with.

Continuous learning and improvement is a critical component in the growth of privately-held companies. Sirdar provides astute and practical education experiences designed specifically to support the company and its team to take that next step towards Extreme Business Success. Both public and in-house programmes are available.

www.sirdargroup.com