Builder Protector

Sample Company
7-18-2013
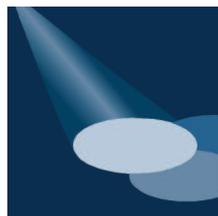
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Builder and Protectors
Which One Are You Today?

Understanding your company's Builder/Protector Ratio improves a business owner's insight into their company's mental health by:

1. Allowing you to measure the company's ability to perceive and overcome challenges.

2. Communicating the company's willingness to perceive and take advantage of opportunities in its path.

3. Measuring the strength of the company's immune defense system, acting as a barrier against low morale and poor performance.

4. Assessing the company's willingness to advance itself through change.

5. Telegraphing the company's belief in the future.

6. Communicating the company's trust in its leaders.

Builders

A Builder Mindset loves risk. A Builder Mindset is always creating new ideas, taking on new initiatives and finding ways to expand revenue and profitability of the enterprise. Highly supportive of growth, a Builder Mindset is constantly challenging the status quo of the organization.

Protectors

A Protector Mindset is more cautious and prefers to slow things down. A Protector Mindset tends to think issues through and weigh the impact before jumping to conclusions. A Protector Mindset can appear to not be in agreement with growth but they are just more cautious about its impact. Tending to be risk averse, they are a critical balance to the Builder Mindset.

Builder:Protector Ratio

Builder/Protector is a measurement, expressed as a ratio such as 4 Builders to 1 Protector 4:1.

This hidden agent expressed as a ratio such as 4 Builders to 1 Protector (4:1).

It simply means that based on your company's stage of growth, there's a balance between Builders and Protectors that is critical to recognize.

Stage 1		Stage 2		Stage 3		Stage 4		Stage 5		Stage 6		Stage 7	
B	P	B	P	B	P	B	P	B	P	B	P	B	P
4:1		3:1		1:1		3:2		2:1		3:1		2:1	

As the "confidence/caution ratio," this hidden agent measures the intensity and the balance between the state of confidence and the state of caution inherent in the psyche of an organization.

The Builder/Protector Ratio is a critical measurement tool for a CEO and their leadership team to be able to assess the company's ability to accept change, react with confidence to that change and help the company achieve its stated goals.

Builder:Protector Ratio
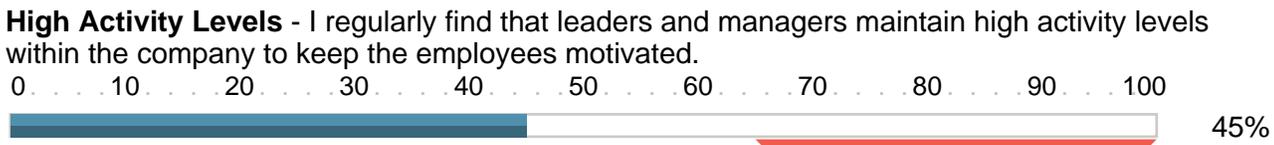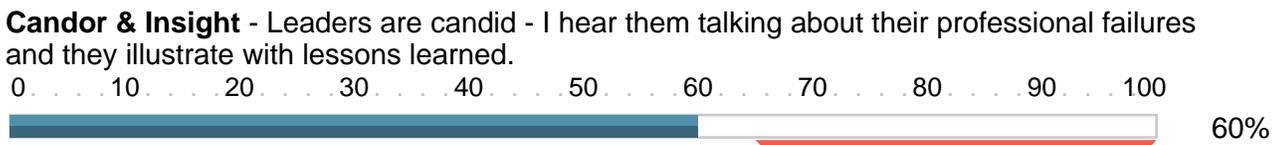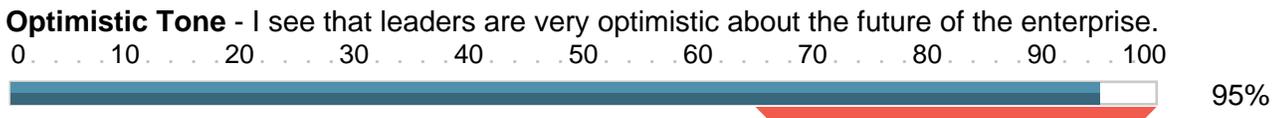
Protector
46%

Builder
54%

1.2 : 1
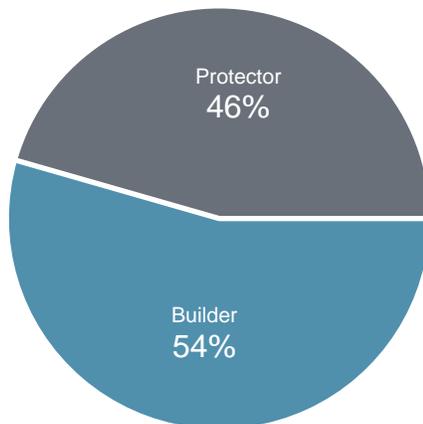
BUILDER PROTECTOR RATIO

Leadership

Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

Leadership, % Score, All Respondents

Builder

Optimistic Tone - I see that leaders are very optimistic about the future of the enterprise.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

95%

Candor & Insight - Leaders are candid - I hear them talking about their professional failures and they illustrate with lessons learned.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

60%

High Activity Levels - I regularly find that leaders and managers maintain high activity levels within the company to keep the employees motivated.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

45%

Protector

(In)Visible Role - Leaders seldom take a leading visible role in motivating employees toward reaching business goals.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

75%

Uncertainty - Leaders appear confused by shifting business goals and issues that are not well defined.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

65%

Leader Focus - Leaders lose sight of the larger picture by focusing too much on the day-to-day operational details of the business.

0 . . . . 10 . . . . 20 . . . . 30 . . . . 40 . . . . 50 . . . . 60 . . . . 70 . . . . 80 . . . . 90 . . . 100

45%

Business Fundamentals

Builder:Protector Percentages by Question Group

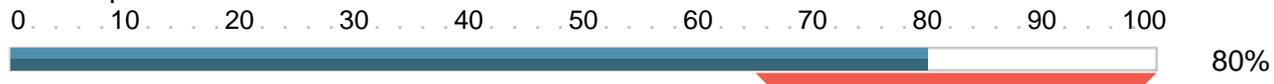Business Fundamentals, % Score, All Respondents

Builder

Sales Staff - I have a high level of confidence in the company's sales and marketing staff to increase revenue.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

85%

Customer Retention - I am very optimistic that the company's customers will not migrate to the competition.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

80%

Financial Strength - I am confident about the company's financial strength and financial prospects.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

50%

Protector

Cash Flow - The business does not practice accurate and timely cash flow measures.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

80%

Product/Service Quality - The business does not have business processes that increase product quality, customer satisfaction and profitability.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

40%

Sound Decisions - Business decisions are seldom, if ever, arrived at through a comprehensive analysis of problems, facts and working assumptions.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

30%

Feeling Respected & Valued

Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

Feeling Respected & Valued, % Score, All Respondents

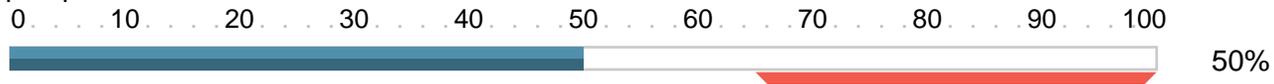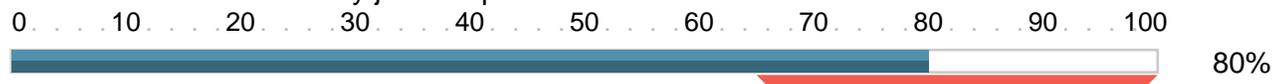## Builder

Poor Performance - I find that lack of commitment and poor performance is treated sensitively and consistently at first and firmly later if not successful.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

90%

Important Contribution - The way leaders communicate the purpose and vision of the business makes me feel my job is important.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

80%

Family At Work - Leaders create a sense of "family at work" where we can talk to them on equal terms and feel good about each other.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

50%

Protector

Discourage Feedback - Leaders in our organization seldom encourage feedback, and as a result employees feel their opinions don't really count.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

75%

Personal Growth - I see that employees seldom have opportunities at work to learn and grow.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

60%

Asking Permission - The business believes that it is better to ask for permission and support when trying new ideas than to ask for forgiveness later.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100
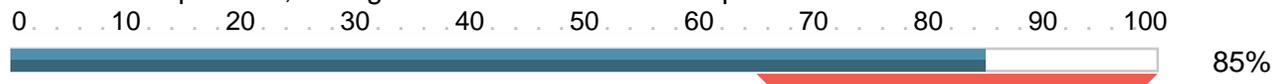
50%
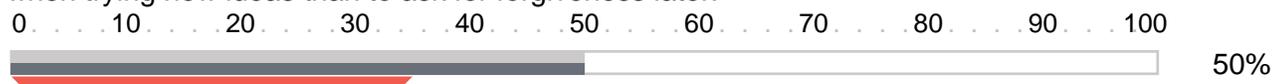
Implementing Change

Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group

Implementing Change, % Score, All Respondents

Builder

Change Process - Leaders and managers involve people in managing change - from the nature of the problem, through to the solution and its implementation.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

85%

Continuous Improvement - The business encourages continuous improvement - leaders involve people in improving the performance of our business processes and systems.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

55%
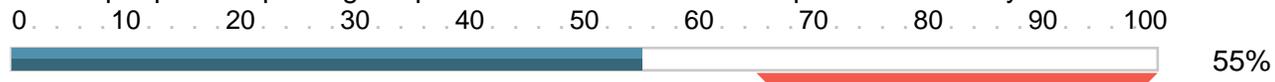
Implementation Effectiveness - I believe that the business is better at thinking up new ways of doing things than actually carrying them out.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

55%
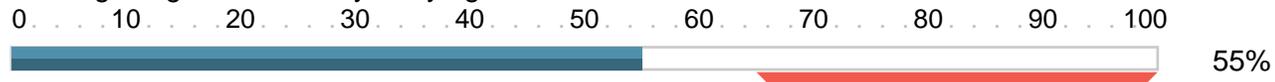
Protector

Change Results - The business is hesitant to embrace change even when there is a clear understanding as to what results will be achieved.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

95%

Managing Change - The business does not utilize a planned and organized approach to change.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

60%

Work Culture - Our work culture - the "way we do things around here" - encourages us to conform to policies and operating procedures.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

40%

6

Innovation

Builder:Protector Percentages by Question Group

Innovation, % Score, All Respondents

Builder

New Products - The business has a strong track record in its ability to develop and market new products.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

75%

Leading Edge Products - I believe the company's products and services to be competitive and will lead the market in the future.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

70%
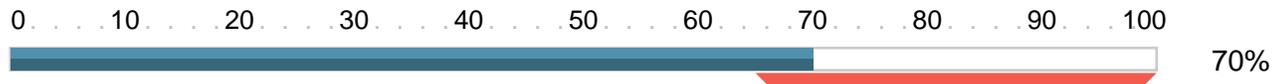
Risk Taking - The business would describe itself as a risk taker in its willingness to take advantage of business opportunities.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

55%

Protector

Tried & Tested Methods - The business seldom uses tried and tested, evidence-based methods to get a job done.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

70%

Status Quo - The business does not take an accurate accounting of our current position before we make significant improvements.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

65%

Idea Generation - The business is hesitant to encourage exploration of alternative ideas.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

35%

Team Maturity

Each Group by Indicator, All 's Respondents

Builder:Protector Percentages by Question Group
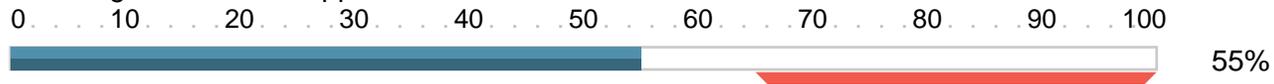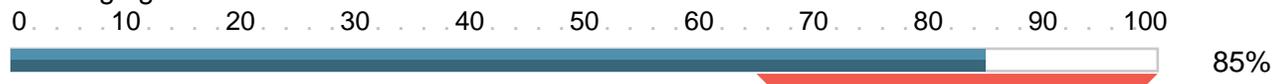
Team Maturity, % Score, All Respondents

Builder

Team Climate - The team is demanding, setting stretching objectives and delegating challenging tasks for members to achieve.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

85%

Team Effectiveness - We review the way our team works - encouraging constructive criticism of its methods, leadership and clarity of purpose.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

60%

Business Strategy - We sharpen our team purpose and performance objectives by translating our business strategy into practical actions.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

25%

Protector

Team Tasks - The team needs to be involved in making every decision before assigning tasks to individual members.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

100%

Team Dynamic - Members of the team interrupt or discourage others from presenting their business development views and proposals.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

60%

Team Decisions - The team tends to make decisions based on assumptions or intuition.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100

55%