What are you missing
by being in the same bubbles
- almost all the time?

This is a great example...
See more at the beginning of this writing...

Emma Stenström
Author of the book **Bubbelhoppa**

What are you missing out on by being in the same bubbles - almost all the time?

Bubble jumping...

Why did I become obsessed with the term 'bubble jumping'?

Ever since I noticed that **Emma Stenström** had published the book **Bubbelhoppa** (Swedish), it has often come to my mind. Without me having read it... I thought I've been bubble jumping all my life, so I don't need to read it. It's one of the best things I know - to discover. To be curious.

Concepts that capture something right on the nose are good - like bubble jumping. It keeps you focused. The word should also be easy for others to understand. Other examples are turbo and passionaire. Or personal branding. However, it can be further sharpened by simplification - e.g. personbrand.

My psychology mentor Lars Erik Liljeqvist had concepts as a central part of his learning strategy, e.g. lack of information is a good pedagogical concept, i.e. make sure that the listeners become curious and like to know more. Similarly, interest acceleration, i.e. you find out a little and immediately want to know more. If you have good concepts, then it is easier to develop knowledge in a field, for example in communication with others. With this strategy, you can, for example, concentrate the course documentation into a glossary, where the concepts are explained.

When it comes to bubble jumping, my obsession is probably also due to my personality. More on that below, i.e. it concerns the *Imagination* factor in my personality.

Anyway, I contacted the author of the book. I pointed out that the attitude to bubble jumping depends a lot on personality. Some are cautious and others really like to jump. I told Emma that I have become interested in developing that part, because since 1986 I have been developing the use of a personality test, which is now available in 15 languages. The test is at the heart of the HumanGuide concept I developed. It is mostly used in Brazil. The underlying theory of the test is based on eight basic dimensions (factors), which allow very nuanced and precise descriptions of the impact of personality.

Emma's reaction was: **I love it. Write it!**

Now I've done it;-) Hope you get inspiration and useful tips... Bubblejump more and better;-)

Emma's view on the finished book...

Now Emma, the author of the book Bubbelhoppa, has read this writing - my view on bubble jumping. Here's what she says:
'Having someone pick up your idea, develop it further and make it their own - what could be more bubble-jumping?
This writing is a fantastic example of how creativity works in practice: we build on each other's ideas, add our own knowledge, experience and personality - and

suddenly something emerges that wouldn't have existed otherwise. A new leap of faith, a new bubble jump.

Rolf also contributes something that I did not deal with at all in my book, namely the importance of personality for how we jump between bubbles. His knowledge of personality theory and HumanGuide adds a dimension that makes bubble jumping both more nuanced and more useful. It's a real contribution that enriches the whole field.

But what is perhaps most impressive is the way Rolf weaves together theory with his own lived experience. His personal stories - from the young man who went to Germany to practice in a coal mine, to all the strange and wonderful encounters that have shaped his life - embody what bubble jumping really means. This is not academic theory, it is bubble-jumping philosophy that is lived, sensual and deeply human.

Rolf's text shows that knowledge grows when it is shared, when it meets other perspectives and experiences. So read, be inspired and jump on - with your own personality as a compass.

Emma Stenström
Author of Bubbelhoppa
Associate Professor
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This is a learning paper...

What does it mean? Unlike a white paper, this paper is aimed at the layman, i.e. there are not a lot of references to research reports of various kinds. It is based on what I have learnt about personal development during my working life. From 1968 onwards. By way of information, much of the experience is also briefly described in my book **Let your personality bloom**, the purpose of which is to inspire others to achieve good personal development. Just like the purpose of the HumanGuide concept (more on that below) **Find your unique strengths for a better life...**

This writing focuses on how bubble jumping can contribute to a better life. It is based on my experiences during my - curiously - 78 years of life (2024).

However, people are different. *General advice can then be very wrong*. This means that unlike the book **Bubblehoppa,** which contains general advice, the focus in this book is on applying bubble jumping in different ways, taking into account personality. What are the strengths and obstacles/risks of this particular personality? How can they be addressed?

For example, I don't need encouragement to bubble jump. Instead, I may need to limit myself. How can I do this? *Imagination* (more below in the section on the Eight Boxes personality theory) is the core factor of my personality, so you have to find suitable "antidotes"... The theory consists of eight basic dimensions, and they are always written *in italics* in this writing.

The purpose of this writing

Think of Emma's book as a good manual for bubble jumping. Lots of advice and how you can immerse yourself in different areas of bubble jumping in a rewarding way. Also with a lot of theory and examples. Many book tips. This publication will connect bubble jumping with personal development and how differences in personality affect jumping. Furthermore, there will be some general information on how to succeed in personal development. In addition, words on the road, so you can more easily succeed with your bubble jumping;-) The writing also includes examples of my bubble jumping and what consequences they can lead to. Also a little about different types of bubbles (groups). All to contribute to success in your bubble jumping. And great benefit! It will be a nice snowball effect...

I will of course endeavour not to cover things that are already in the book **Bubbelhoppa**, but sometimes it is unavoidable, e.g. I will cover Tomas Gordon's methodology in **Active Parenting** (launched in Sweden in the early 80s), which is related to Marshall Rosenberg's **Non-Violent Communication**.

If I were to highlight just one thing in Emma's book that I found particularly good, it was how she addressed the three crucial skills when you are jumping: Ask, Listen and Share. All are equally important for a good dialogue. The trick is for them to be in harmony with each other!

The writing should be a complement to Emma's book.

Another requirement that I mention is that both I and my clients have really benefited from the knowledge/method without me knowing the concept of bubble jumping. I am 78 (2024) and curious, so there has been a lot of experience from many areas. That is why I call myself a passionaire. I don't believe in traditional retirement as a life strategy, which is why I see myself as Rolf 7.8. NOTE! It is my two sincere sons, who decide if I can upgrade;-)

It is said that when a child is born, everyone has about the same number of brain cells. Then it's a matter of using them or losing them. I think the same is true for adults - the risk of cell loss is greater for relatively passive pensioners. Recently it has been found that lonely people have a higher risk of dementia and a shorter life.

In addition, keep in mind that reading a book can be bubble jumping. Whether it is or not depends on the content of the book. The same applies to other media, such as TV, social media, etc. Speaking of being a little afraid of bubble jumping, when via media it is a bit like dry swimming, i.e. the risks are much smaller, as long as you are not deceived in any way. In other words, you can see the media as a training ground...

This document consists of these parts
- **All personal development starts with a bubble jump**. In fact, all development, which makes it relevant to first address personal development and what the **obstacles for success** in personal development are, is covered in an attachment
- The essence of the paper is to address **the impact of personality,** as people are different, so generalised advice can be very wrong. It is based on a particular

theory of personality, which is not well known. One of its advantages is that it is based on eight dimensions (drivers), which makes it more nuanced than many others

- **Own important examples**, i.e. show that a small bubble jump can lead to very large consequences. Those bubble jumps have had a big impact on my life. The examples are in chronological order, so they more or less show the common thread in my life.
- Examples **of different types of bubbles** and comments on them

A drastic example of not having bubble jumped so much abroad was mentioned in the book **Factfulness**. It happened when the Swedish author Hans Rosling was in India with a group of students. Everyone in the group was standing in a lift and a late student came running. One of the people in the lift stuck his foot out in the doorway. The group's guide then hit the emergency stop button, as the foot started to get crushed.

- "What are you doing, are you crazy?" the guide exclaimed.
- "We do that in Sweden, we have sensors in the opening," said Hans.
- 'There are none here. And how can you trust them? said the guide.

Bubble jumping = personal development

Bubble jumping and personal development...

Bubble jumping can be done in many ways. The obvious one is of course meeting other people, but books and other media also involve bubble-jumping. In this paper, the focus of bubble jumping is getting in and out of different bubbles, i.e. human groupings. Occasionally it is pointed out that we are herd animals. We have evolved a lot through our interaction. In this way, we have controlled a lot here on Earth, but not everything...

In his book **Open (**Swedish Öppen/Sluten, 2020), Johan Norberg, an idea historian, explains the advantages of openness as opposed to closedness for the world's development. Take Russia as an example. Geographically, it is a very large country, but small economically, if you consider the geographical size. The Nordic countries together have a larger GDP. Do you know of any good brands from Russia?

However, belonging to a group (bubble) is an early step in a person's psychological development. It provides security, so people become loyal to that group and do not want to risk being excluded. People are often sceptical about other groups, so they are not so inclined to make contact. This can be dangerous... However, human personal development requires bubble-jumping... Otherwise, the current situation is gradually preserved...

An example of how it can be in a bubble in a company... Many years ago I was responsible for a 3-day course in a company with about 100 employees. In order for it to be possible to carry it out during working hours, it had to be carried out with a "mini-company" on each occasion. At the first course, it turned out that one of the participants was about to retire, so I was curious to know what she would think of the course. I told her and she promised to give me feedback.

Already at breakfast the next morning she came running to me...

- Rolf, this course is very good!
- Why do you think so, I asked?
- Well, it's not like a company party!
- What do you mean by that, I asked?
- Well, when it's a company party, you're with people you know. When we have group work here, you get to know others in the company. Then you can change your mind. For example, Elisabet in the credit department is very wise. She makes good suggestions, so now I have formed my own opinion...

I had a similar experience in 1976, when there was a 10-year reunion with my upper secondary school class in Karlskoga. Of course I recognised everyone. The interesting thing was that those who still lived in Karlskoga talked about much the same things as they did 10 years ago... We who had moved away did not. If you were to do the same thing today, there should be a little more difference, because there is a different TV selection and there is also social media and you have travelled more.

Another "phenomenon" was that some people I met during my visit to Karlskoga had a different attitude towards me. They were more cautious. Eventually, I realised that they saw me as a "stockholmare" (coming from the capital of Sweden – Stockholm). At the time I did not know what self-esteem was. Today, I would reflexively suspect low self-esteem.

So how do you get good personal development?

In the book **Range** (Swedish: Bredd), the main message is that generalists will be more and more in demand. Why is that? Well, the world is moving faster and faster. This makes it more and more complex. As a result, previous actions/solutions no longer work. You have to think in new ways.

If you become too specialised, it is easy to have no answer: What do I do now? Of course, this does not happen every day, but definitely more often than before. Sometimes major changes occur, for example when computers became part of everyday life. Then the same with the internet and smartphones.

When there is change, there are people - mainly "older people", who find it difficult. At the beginning of the IT era, there were the expressions *ac* and *bc*, i.e. whether you were born *after computer* or *before computer*. The last group is of course the most inert to the new. In fact, I still meet people in this group who want to learn as little as possible about the new. If you have no motivation, that's what happens. So you have to be smart when motivating such a person to start learning... The main principle should, of course, be that it should lead to a great benefit and be easy to do, so it becomes a success, which sets the snowball rolling...

If anyone ever asked me for a single piece of advice for personal development, it was **Take charge!** As they say in the military**.** Now I've updated it, so it's now **Take charge and be curious!** Furthermore, it is of course good to have some goals for your life because otherwise it is easy to just get lost in everything new that comes all the time.

What is your strategy for your personal development?

Different strategies for personal development

As pointed out in the book **Range**, you should not specialise too early in your youth. The book has many good examples of what is successful. For example, , most very successful athletes have not immediately specialised in a particular sport. They have tried different sports until there is one that they have fallen in love with. They like it!

Talent is actually an overrated concept. The important thing is motivation. If you like something, you have motivation. Then you also have motivation for training. I would never hit tennis balls long and often against a garage door, as was done by Sweden's successful tennis player Björn Borg.

Here is a good story. A journalist once said to Sweden's successful skier Ingemar Stenmark: -How lucky you are to win so often. Ingemar replied:
 -The more I have trained, the luckier I have been.

The book **Range** is very well done. It also includes research. It relates to when in life you choose a career and thus a study programme. In England, people choose their study programme and thus their career path relatively early. In Scotland, people choose later. What are the consequences of this? In England, people change professions more often during their working lives, whereas in Scotland, people choose a suitable career more quickly. It also has the consequence that in Scotland you get a higher lifetime income.

It felt good to get confirmation from that book that my own conclusion was correct. I like to say that I have systematically chosen the wrong career path, as I only studied for technically orientated professions (mechanical engineering and electronics) until I got my first job in IT. This was because when I finished my engineering degree, there was a recession and it was difficult to find a job. Then I trained in economics and IT (which was then called ADB in Sweden). Then it was easy to get a job. That was in the "childhood" of IT.

In 1975, it was actually a coincidence that I started to work with psychologists and to improve my skills in psychology and pedagogy. The reason was that the big IT company, where I was working at the time, was studying the use of three big government IT systems. Many problems were discovered. I was then asked to improve our development methods, which meant that I have been working with psychologists since 1975. This in turn led me to start developing the HumanGuide test in 1986, because there was no personality questionnaire in the world based on L Szondi's (1893-1986) personality theory. I thought that I had not come across any other personality theory that was as useful. This is still true... Now, as I said, the test is available in 15 languages and is mostly used in Brazil... However, I have benefited greatly from my technical expertise for both the development and management of the HumanGuide concept.

Forced or free choice

A little more about Szondi and his theory of personality. He developed something he called **Fate Analysis**. This means that you can make forced choices (often on behalf of your "autopilot") based on your background and environment or you can make free (=conscious) choices. The more free choices you make, the more personal development

you get. And better life! However, please remember my motto **Freedom & Respect**, i.e. there is nothing that motivates as much as freedom, but freedom must not be at the expense of others in a negative way.

When you switch from forced choices to free choices, there can be friction in the environment. Sometimes very extensive. See below on risk analysis and risk reduction.

Could you make free choices more often?

What course should you take in life?

Some people are against having goals in life e.g. to be guided and prevented from doing something, when an opportunity arises.

It is of course OK to have that attitude, but then you should also realise that it will be like for a sailor, i.e. for those who sail and do not know where they are going, no wind is the right one. In addition, there is a great risk of becoming a "victim" of other people's plans. It is better, I think, to make conscious decisions as often as possible based on what you want yourself, for example, it will then be easier to face the consequences.

On the other hand, you don't need to have performance goals, but rather directional goals. I myself apply an approach that I have learnt from fellow consultant Christina Skytt. It is published in the book **Powergoals** (now also in Swedish **Magiska mål**). She recommends that you have three for your own guidance as you will find it easier to say no, for example. If you only have one, there is a risk that life becomes like a "tunnel". If you have ten, there will be no focus.

Another angle is from the bestseller **Good to Great** (c. 2002), which is based on five years of research into what characterises successful companies in the United States. The criterion was to be the best in their line of business for 15 years, i.e. no coincidence. "The 'recipe' is to answer these questions in turn
1. What are you passionate about?
2. What are you best at? That way you weed out some things, which can then become hobbies;-)
3. How can you easily measure that you are on the right track? This of course leads to some corrections of the upper answers and their application

The "recipe" from Good to Great can also be used for an individual or for a team.

Finally, one more thing about obstacles. There is something I call obstacle fixation... Unfortunately common. You see an obstacle and think - it can never be dealt with! You talk to others about the obstacle, which makes it growing. It then easily becomes bigger than it is.

Then it's important to be objective. Talk to others who have positive views. You can also consider whether it is possible to "scale down" what you intend to do - try on a small scale. Reduce risk.

You can also apply practical stoicism, as discussed in the book **The Obstacle is the Way**.

Do you have any goals or should you?

You can read more about obstacles to personal development in the appendix. There you can get insights on how to deal with them.

The impact of personality on bubble jumping

General information on the impact of personality

The driving force of personality largely determines how someone acts, as long as no one or nothing in the environment gets in the way. But of course, it is not only personality that determines behaviour, but also values and attitudes, for example.

So what is personality?

"Personality is the unique and relatively stable characteristics, behaviours and thought patterns that an individual exhibits over time and in different situations. It encompasses the way a person thinks, feels and acts, and is influenced by a combination of genetic factors, environment, upbringing and life experiences (according to ChatGPT)".

Today, most researchers believe that about 50% of personality originates in the genes, for example, as reported in the book **Vem är du** (Swedish for Who are you?)**?** In this way, parents mostly influence their children, but if a parent is extreme in some way, it can lead to a further adaptation on the part of the child. For example, if the father is or has been an alcoholic, the child may score high on *Sensibility*, which is one of the eight dimensions of personality theory, the basis of the HumanGuide test, described below. For the child, it is then a matter of survival to make good observations of the father to know what is going on – now.

Parents, of course, also influence through their values and principles of parenting.

As mentioned, personality is quite stable over time (especially after the age of 30), which makes it useful to do personality tests.

When someone changes environment, e.g. a Muslim woman comes to a non-Muslim environment, it can lead to gradual major changes in her behaviour. However, it rarely happens quickly if you have lived in a certain environment/culture for a long time. The personality is slow to change and, according to research, there can be no drastic changes. It is a better strategy to focus on the strongest driving forces in your personality and use them in the best way. In the long run, you should strive to be yourself as much as possible?

However, it is important to remember that no person's personality is 100% made up of just one driving force (factor, basic dimension). It is always a mixture, but some factors are often more dominant than others. These are the strengths. That's where you have your motivation. Those tasks that you like to do.

It is wise to have a nuanced view of your personality. Acting against your personality is not wise. Not for nothing did the ancient Greeks consider *"Know thyself"* to be the best advice you could give another human being.

What kind of personality tests are there?

There are a lot of different tests. Here are just a few of the most common ones.

One of the simplest is the MBTI (Meyers Briggs Type Indicator) test. It describes the result, for example that you belong to one of 16 types. They are created by having four opposite scales, for example extrovert and introvert. This means that there are only 16 possible combinations. In other words, a very rough way of describing personality. This, combined with the low reliability, means that the test can at most show that people are different.

There is also the DISC test or equivalent. It does not use opposite scales, as the MBTI does, so the test result is somewhat more nuanced. Here the test result is presented in a square (or circle), where the centre is in one of the four boxes (basic dimensions) with a tendency towards one of the two adjacent boxes. A shortcoming is that the concept does not recognise that the second tendency can apply to all other dimensions, e.g. one can be DI or DC, but not DS.

The originator of the underlying theory is William Moulton Marston. His theory is highly contested - by psychologists. The test is crude and pedagogical. It is used in several versions by many consultants and companies/organisations.

Most psychologists use tests, which are based on the Big Five model. The origin of this model is Raymond Catell, who developed the 16PF personality test using all the adjective words in the English language. It was then realised that certain traits were linked in "families", which led to the conclusion that you can describe a person's personality with 16 dimensions.

However, McCrae & Costa concluded that five global dimensions could be identified based on all the dimensions of the 16PF, namely: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism (OCEAN). It is easier to deal with five basic dimensions compared to 16. In such tests, subscales are then used to bring out more nuances in the test result.

In any case, it is of course difficult to say which test is "best", because as usual it depends on the purpose. Consider that there are different tools for measurement such as ruler, tape measure, laser, callipers, micrometer and microscope.

Is the HumanGuide test a useful alternative?

I realise that I am speaking on my own behalf, so I will be extra careful to only present the facts about the HumanGuide test and all the associated products and applications, as well as all the development work behind it. Perhaps a little too much detail, but since the test is relatively unknown - as is the underlying personality theory, I want to give those interested a detailed basis for assessing the usefulness and quality of the test.

In 1975 I worked for a large IT consulting company called Statskonsult AB. It was state-owned. At that time, we had evaluated the use of IT in three large government IT systems in a major assignment. Many problems were discovered. I was then given the task of improving our development methods. This led me to start collaborating with psychologists and developing new ways of designing IT systems. Mainly through improved use of psychology and pedagogy.

By **1986** I had left Statskonsult AB and was running my own consultancy. The brother of one of my employees ran a travel agency - Lion Tours, which marketed coach holidays to the Alps. Every year the company needed to recruit guides, as it was a seasonal job for young people. So she wondered if there was a test they could use in their selection. She had noticed that I had become very interested in Leopold Szondi's (1893-1986) theory of personality and that I found it very useful for understanding my behaviour and that of others. I had learnt the theory from the psychologists, with whom I had been working since 1975.

I researched and found that there was no personality questionnaire based on Szondi's theory in the world. Only one clinically orientated test (the projective Szondi test) and one for career choice, the BBT BerufsBilderTest. Both photo-based. Neither suited the needs of the travel agency, so I decided to try to develop a form-based test with the help of the psychologists, with whom I had been collaborating for several years. We had a good basis, as the guides' behaviour was assessed after each trip. We then found, with the help of the test, that it was easy to identify good and bad guides. We could even see that some were good guides in Italy, but not in France... Why? Well, the Alps are much tougher in France compared to Italy. This means that there are "tougher" guests coming to France and then the guide should also be "tough". In Italy, you could say it's the other way round.

This is where the development of the HumanGuide concept started, the core of which is a personality test.

During this time, I worked as a management consultant. Focused on organisational development and training. I tried to interest the clients in using the HumanGuide test, but it was slow for many reasons
- The test was new and untested
- Szondi's theory was unknown to most people in Sweden, and if they knew anything, many were hesitant about the theory
- Most people in HR were also not very good at using a computer, which was required, as the test result was corrected via a computer programme

Anyway, Lion Alpin used the test every year - with success, so I remained motivated to try to interest my clients in using the test, which gradually succeeded.

In 1999, usage took a much-needed leap. Firstly, I created a web solution for the test - both to do the test and to manage the results. Much easier for HR. In addition, I had learnt that every three years, there was a global Szondi conference. This was to take place in 1999 at the University of Louvain-la-Neuve, Belgium. I participated and also organised a workshop during the conference, which was much appreciated. I made many international contacts with "Szondians". One was, for example, from the Szondi

Institute in Zurich. Another was the psychologist Giselle Welter from Brazil. She used the BBT (BerufsBilderTest) to assess candidates for different jobs. The photo-based nature of the test was a disadvantage for her, as she had to be on site for the implementation, which meant a lot of travelling in Brazil. Therefore, she wanted to try the internet-based HumanGuide test.

Giselle took the HG test and was impressed by how fast it was - about 15 minutes. And yet the result was correct. She then decided to launch it on the Brazilian market. In addition, in 2006-2007, she conducted a validation study of the test with good psychometric results, resulting in the test becoming the first of its kind (internet-based and forced-choice), authorised in 2009 by the SATEPSI authority. Since then, the test has been validated several times. Most recently in 2016, based on 110,000 tests.

In 2003, we acquired u-blox AG in Switzerland as a customer. Then a start-up. Now (2024) with over 1,300 employees and 60 nationalities in 33 locations globally. They have now done 4,647 tests - mostly to support recruitment and staffing.

In November 2019, we celebrated the anniversary of 20 years of collaboration with our partners in Brazil, who run the company RH99. Giselle Welter (CTO) runs RH99 together with Marco Sinicco (CEO). In 2019, since 2010, over 500,000 tests had been done with their Brazilian IT system. With the international IT system in Sweden, there have now been 14,000 tests (2024). The Brazilian system is customised for the Brazilian market, for example, all handling is done via Portuguese.

Szondi and his theory are still not well known in the world. This is due to several reasons such as
- There is very little documented about his theory in English. Currently, it is mostly German, French, Portuguese and Hungarian. My own book *Let the Personality Bloom* is one of the few
- When Szondi introduced his theory in the late 40s, so-called depth psychology was not that interesting. The focus was more on behaviourism
- Szondi's projective test is considered odd and requires a lot of expertise to be used seriously

The reason I have stuck to the theory, is because Szondi was genetically interested. He endeavoured to understand why each person gets their unique personality? In a dream, you could then say that he discovered a structure for mental health illnesses. Such a state can then be seen as an extreme value of a behaviour, which is basically 'normal'. When you work on applying the theory, as I have done since 1975, you realise that the structure is perceived as very natural by most people. Even most lay people. It therefore becomes easy to absorb. It sticks and enriches one's everyday life in order to understand one's own and others' behaviour.

Speaking of illness, Szondi had the view that no one is mentally ill. Instead, he saw it as a case of people just being at different stages of humanisation...

The next section describes the personality theory...

The Eight Boxes of Personality Theory

The eight basic dimensions of personality theory

The underlying personality theory of the HumanGuide test is called Eight Boxes and is a simplification of L Szondi's theory. The purpose of the simplification is to allow a lay person to quickly learn the theory, as a distinct language to describe personality. This can be useful in many ways. Not only for selecting a suitable candidate in a recruitment, but also for personal development, team development, conflict management, etc. The test also has a strong advantage over many other tests. It is based on eight basic dimensions (factors), so the test result is more nuanced compared to e.g. DISC (four dimensions) and similar and tests based on the Big five model (five dimensions). In addition, the test is based on a theory, which tests based on the Big Five, for example, do not do, *so with such a result you can only give a prediction of how someone acts, but not why*. We can.

Below are explanations of the eight dimensions of the theory.

Factor	Symbol	Characteristics
Sensibility		Perceptive, considerate, careful, accommodating, complaisant, sensual, diplomatic, obliging, likes closeness
Power		Energetic, speedy, driving, eager, competitive, strong, active, result-orientated, straightforward, fearless
Quality		Reliable, quality-conscious, conscientious, supportive, persevering, comprehensive, thorough, unselfish, caring, dutiful
Exposure		Spontaneous, charming, witty, proud, likes attention, trendy, charismatic, colourful, dramatic, ready-witted
Structure		Orderly, methodical, likes planning, neutral, distinct, correct, realistic, objective, disciplined, forethoughtful
Imagination		Imaginative, inventive, improvises easily, clever, likes to experiment, ingenious, development-orientated, freedom-orientated, visionary, artistic
Stability		Stable, economical, wary, creature of habit, thrifty, down-to-earth, tradition-bound, conservative, cautious
Contacts		Outgoing, sociable, open-hearted, easy-going, playful, humorous, food-loving, contact-orientated, optimistic, cheerful

All this information and more can be found in the web app your.humanguide.se. Once you have taken the test, you will receive instructions on how to log in and use the app. The purpose of the symbols and colours in the theory description below is to help you learn how to use the theory more quickly. The main goal is to make personality theory useful for lay people as well...

The app includes the following features: personality dictionary with advice, view your own PersonProfile, analyse personal chemistry with others and passion index, e.g. matching personality to a job. Further information on the website humanguide.com.

Driving and reflective factors

One of the formats for the test results is the AppProfile, i.e. what you can see in the web app. Here is an example
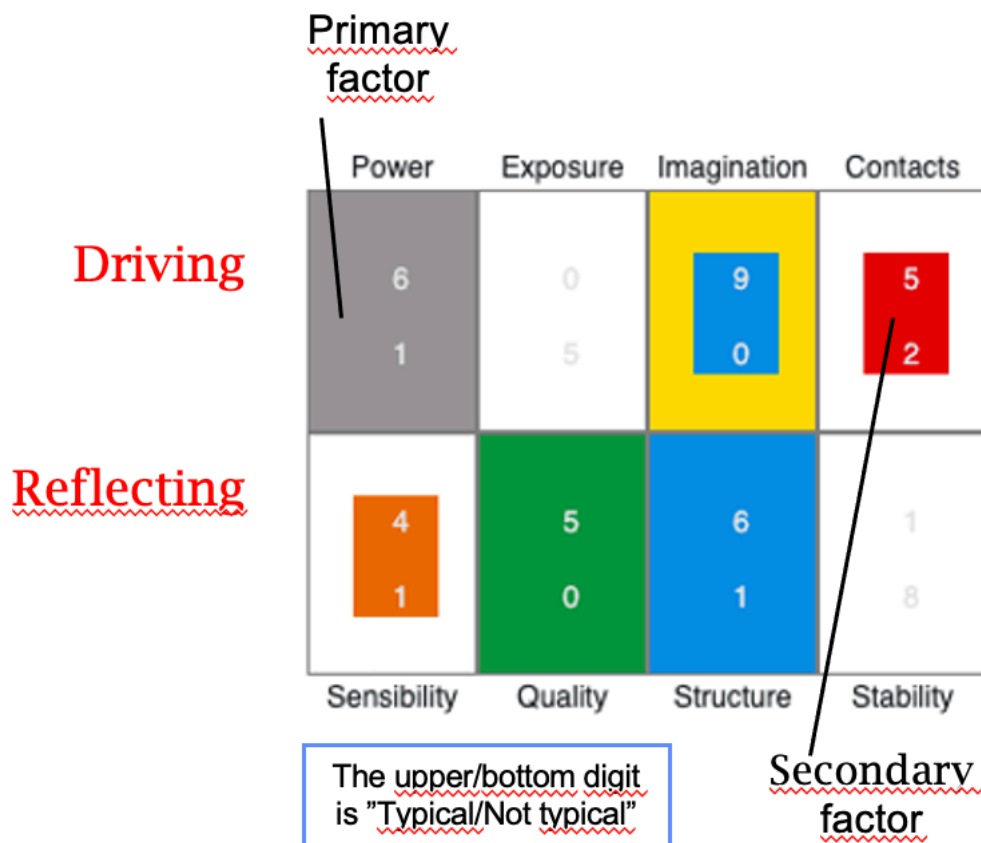
The factors on the top row are **driving** while the other four are **reflective**. The latter need more support and tips to dare to knock on the door of a new bubble...

Separate comments on the eight factors in the theory

Below will now be presented for each of the eight dimensions (factors) what the strength of that particular factor is with a focus on bubble jumping and what risks/barriers exist. In addition, some reflections if someone in the bubble has a leadership role and has dominance of that particular factor.

However, remember that no personality consists of only one factor even if some are very prominent (the strengths). In addition, remember that each strength can be used positively (the front side) or "misused" e.g. overdosed (the back side). For example, meticulous or cumbersome...

On the back side, you can think of it as having a yoke, i.e. you exaggerate. Then there is the greatest risk that the yoke is where you have your strongest factor. However, you never get rid of your yoke, because then the strength would also disappear. It's just a matter of accepting and recognising it, so you can do what you can to counteract the yoke. Finding an "antidote" that you can accept.

For example, my strongest factor is *Imagination* - the core factor. For *Imagination*, the yoke is a yoke of expansion, i.e. I always want to be involved in something new in one way or another. The countermeasure I use is to be very precise with my target image - my goals. This makes it easier for me to say no, because I can ask myself: For example, does this activity contribute to any of my goals. If you want to learn more about it, you can read a consultant friend's book - **Powergoals** (Magical Goals in Swedish) by Christina Skytt.

Strengths and obstacles/risks of Sensibiity

This section deals with the *Sensibility* factor. What are the strengths and obstacles/risks for bubble jumping.

Sensibility does not like conflict. They also don't want to be perceived as too 'go-getter', so they often keep a low profile - especially in new groupings. This means that *Sensibility* is usually in fewer bubbles, unless someone invites them

They are usually appreciated, when they enter a new bubble, because they are so caring. They are very perceptive, so they can see that somebody has a problem, but nobody else does.

They let others be more in the centre. If they are in a leadership role, they can sometimes be too nice, for example not dealing with a conflict before it escalates. It's always better to be on the front foot...

The flip side is a sensitivity yoke. They need to learn how to speak up. For example, why not ask themselves: what is the worst that can happen?

Strength of Power and obstacles/risks

Power can be seen as the opposite of *Sensibility*, but note that there are several people who have both of these strengths. *Power* can "thunder" into a bubble, as they like to take initiative and want to achieve results. If this person also has *Sensibility*, they are quick to realise that "oops, I was probably a bit too pushy". Therefore, they find it easier to handle the situation, so there is no friction.

Here is the risk that *Power* thinks they are appreciated in the group, but they may not be... This is especially true if there are mostly "low-profile" people in the group, who

then talk to the others about how *Power* pushed on and did not realise that it was not appreciated.

Power likes to lead and usually also to compete. They want to see results. Therefore, they want to avoid questions becoming long benches. On the other hand, this can lead to results that may not last in the long run. Therefore, it is good if there is someone(s) in the group who matches *Power*. Otherwise*, Power* may become too dominant, so that others do not want to be in the bubble in the long run.

The back side is a performance yoke. They have to learn to get the right amount in their pipeline. Remember the saying: If you want to go fast - go alone, If you want to go far - go together.

Quality strengths and obstacles/risks

Quality is another of the reflective factors, like helping. To put themselves out there. Therefore, they are inclined to say yes to offers to join a group. Even to be in charge of the group. They are often asked, because they are reliable and are not among those who give up because there are difficulties. Therefore, they can take on responsibilities that few others want. There is, of course, the risk that they take on too much.

Of course, *Quality* requires the group to have a good set of values, which *Quality* can approve. Otherwise, it must be clarified before *Quality* wants to be part of the group.

They can sometimes be too ambitious. They must learn to do just enough. Not always perfectly.

They have a tendency to be "obsessive", i.e. to give advice to others that they have not asked for. This often causes irritation. A certain Falstaff fakir had the advice: Advice should be saved, until you yourself are in danger...

Quality, compared to the next factor, i.e. *Exposure*, can hold back emotions - especially the negative ones. When the negative ones come, those around you can be very surprised. Even frightened. Especially, because you feel that it was triggered by a small detail. Then you have to remember that *Quality* may have been accumulating "minuses" for a long time and then everything comes at once. The cup is full, so to speak. One piece of advice to Quality is therefore to get a little "angry" more often instead of rarely getting very angry.

The back side is a sense of duty. They have to ask themselves from time to time
- Do I have to do that particular task? Can I suggest someone else?
- If I'm going to do the task - how 'good' does the result need to be?

Of course, when someone else does a task, it will be done in that person's way. However, the important thing is that the agreed result is achieved, but of course this may include requirements on how the task is done.

Exposure strengths and obstacles/risks

Exposure likes to get into new bubbles and be noticed, but then with the assumption that they want to be in focus so much that they are happy. This entails a risk if there are one or more people with the same needs in the group, i.e. competition for focus. This is not always appreciated, so it is important to deal with it - constructively.

People with *Exposure* has easy to show their emotions. They are usually more powerful compared to how most others show emotions - especially in Sweden. Because the emotions are so powerful, many others may find it difficult, because they may not be used to such a scale. Sometimes it's great and suddenly it's terrible. *Exposure* may claim they are terribly ill, but only have a 38 C fever. It is good for the environment to get used to *Exposure's* wide range of emotions. Equally important for *Exposure* is that their "scale" is different.

Exposure can, of course, like to be a leader, but then they have to be in focus. It is not always appreciated to disagree or criticise - especially openly. Here you have to think carefully. There is a risk that the group will mostly be yes men.

The back side is an audience yoke. Here it is important to nurture your audience and not give your audience "excessive" exposure. However, it is a bit like wishing for tulip roses, as it is more or less automatic for *exposure*.

Strength of Structure and obstacles/risks

Structure is an additional reflective factor, which can thus be wary of bubble-jumping. Of course, *Structure* brings order, but it is important that the others in the group appreciate it. Unfortunately, it can be an obstacle that *Structure* can have very strong opinions about how the structure should be, i.e. both a good contribution and a risk of conflict. Therefore, it is good if *Structure* can learn to be flexible with its structure and realise that you can have different views. In addition, it is important to always remember that reality is more important than the map.

Order has its advantages, but it is important that if *Structure* has a leadership role, *it* must be open to allowing room for trust when delegating, otherwise there is a risk of a lack of motivation on the part of the performer and, moreover, not much gets done. It can even be a waste of resources.

The back side is aa order yoke. At least try it on a small scale with a little less control. It can give you a boost and free up time for more important tasks.

Imagination's strengths and obstacles/risks

Imagination likes to discover in new groups, but then it should be that the group is interested in areas, which also *Imagination* likes. And open to new things.

Imagination finds it difficult if there is a lot of small talk in a group. Others in the group may sometimes find it difficult to keep up with *Imagination's* thoughts, as *Imagination* often acts differently. In this case, you should be considerate to *Imagination* and ask when you do not understand.

Imagination has a peculiarity when it comes to communication. They often speak in an 'approximate' way, i.e. they don't always use words exactly with their usual meaning. They can also make up new words. This can be particularly difficult when they are in 'creative mode'. Then it can be difficult for others to follow. When you have difficulty understanding *Imagination*, you should speak up and ask. Then you show respect for *Imagination*. Otherwise, that time will be wasted...

Imagination has a tendency to get caught up in things. Something they have become interested in. Then they can become very focused on that. They become intense and enthusiastic. It can last for a shorter or a longer time and then stop because then it's something else.

In a leadership role, *someone* can be erratic, so they should get feedback. They can be seen as unpredictable because they like something, so then those around them think it will be applied, but nothing happens, because other things are now in focus...

Finally, a comment about creative people. Do you know what it is that makes food taste better, if you mix in butter, cream and alcohol? Well, these ingredients have a lot of free chemical bonds, so they can easily "hook up" with the other ingredients, so there are new great combinations. This is also true for creative people, so they have to be careful not to make too many new connections too often. This is why it is important for creative people to have a clear vision of their goals, so they can say no more easily.

The back side is an expansion yoke, which can be managed as above. Mainly to be able to opt out, by deciding on goals.

Strengths and obstacles/risks of Stability

Stability is usually cautious. Therefore it likes routines and the known. Entering a new group can be a big decision for *Stability*, which the others in the group should keep in mind.

Stability often acts economically. It is important to save resources. It likes to economise, which is an abstract way of creating security.

Stability should of course try to bubble jump a little more often. It might give you a taste for it;-)

Leadership roles are not so sought after in a job context, but of course it depends on the business. On the other hand, it can be more interesting in your spare time, for example, activities that have to do with traditions.

The back side is a safety yoke.

Contacts' strengths and obstacles/risks

Contacts really like bubble jumping. Being alone is the worst thing there is. This means that there is a high risk that the network can easily become too big. That's why it can be interesting for *Contacts* to do a little sifting from time to time - selecting the groups that provide the most benefit.

Contacts can be sought after in groups because they create a good and happy atmosphere, but then of course you have to appreciate such things in the group. There are people who have a low threshold before they think it's chatty and silly.

Contacts like to talk, so if it gets quiet, they often send out "hooks" to get the conversation going. One consequence of their style is that they have a large network and can find out a lot from many areas.

Leadership roles can be interesting - especially in light-hearted activities.

The back side is a social yoke. As already said - thin out sometimes.

What is the impact of a combination of factors?

As already mentioned, nobody has only one dominant factor in their personality. This of course has consequences, for example if someone has the most strengths among the driving factors, there will be a lot of bubble jumping. If someone has the most strengths in the reflective factors, there will not be so much bubble jumping.

If X has the strengths of *Imagination* and *Sensibility*, *Imagination* leads to a lot of bubble jumping. In addition, *Sensibility* contributes to the ability to integrate smoothly into the group. On the other hand, all that bubble-jumping can make *Sensibility* struggle with all the impressions from all the groups...

How do your personality factors interact?

Why have I always been a bubble jumper?

The main reason is of course my core factor, which is *Imagination* and having *Power* as an additional strength. Probably the fact that I am an only child has contributed a lot.

In addition, something crucial happened in the summer, as I turned 16. In the autumn I was to start at the technical high school in Karlskoga. Before the school, the recommendation was to get a technical internship. AB Bofors was then the dominant company in Karlskoga. I visited them, but the internship jobs that were available were already staffed. I found out that there were many "engineer kids", who had got these jobs.

I mentioned it to my father, who was just an 'ordinary worker' in Bofors. He became angry, so he wrote to a former workmate, who was now an engineer in a coal mine in the Ruhr area, Germany. Herbert knew Swedish and so did his wife. Herbert wrote that he would see if he could get an internship. He got back to me and said I was welcome. What an adventure, which I would be part of! Eight weeks it would be. Of course, it was a good thing that I had studied German for four years;-)

My father's basic attitude was that I should - as often as possible - take the initiative myself. If I needed help, I could ask for help and I got it. My parents sometimes argued about this, because my father thought that my mother had too high a "service level" for me. This attitude from my father led to me taking a lot of initiative at a young age, for example, I could already question the teacher in primary school... This has led to me

often gaining the trust of others to pursue their issues. I also worked as an extra in a shop before I was ten years old. Etc.

Back to the German internship. Of course, it was a big challenge. Getting the train journey. An older friend gave me a lift to Örebro to catch the train there. The friend said afterwards that I had talked non-stop on the way there, so it was a bit nervous... Anyway, I changed trains in Copenhagen and Hamburg. Woke up at the station in Essen, where Herbert and Elfride met me.

The next day we visited some kind of authority to get some kind of authorisation. The official had a black glove on one hand, which puzzled me. Then I realised that he was a war wounded. Oh dear. I couldn't quite follow the German conversation, but I realised there was some kind of problem. After a while Herbert raised his voice and became very firm. Then, just a few minutes later, everything was clear. Hmmm. We then went to the coal mine. Excitingly worse...

We got there and met a manager. I was going to do a work placement in the electrical department "above ground", i.e. not working underground. However, one day I was on a field trip 800 metres underground and had to mine some coal, for example.

Sometimes I would be an assistant to an electrician and sometimes I would work on my own. Sometimes I would then work on some "learning project", for example to mount components on a wooden board and pull cables, so it would work to control an electric motor. Most time on my own would be when Herbert had afternoon shifts at his job at the mechanical workshop.

It was also instructive to experience a different culture. One dramatic example was when Herbert was visited by his brother. After a while, the brother said
   – Aber du spricht ein furchtbar Deutsch (you speak a terrible German) - Oops! Herbert then says directly to his brother: That's not how they say it in Sweden. Then the brother excuses himself and says: I just wanted to encourage Rolf to be better... A big cultural difference!

The stay in Germany was very good. I became a bit like the Swedish "mascot" in the electrical department. My *imagination* went wild with the joy of discovery, so this was probably a great reinforcement for my bubble jumping;-)

Some personal important examples of bubble jumping and their consequences...

Here I have taken some special examples, which I hope will inspire. They are slightly different and not always on my initiative. Of course, when you bubble jump, it doesn't have to be anything like this. The important thing is that you bubble jump every now and then;-)

These examples can also be seen as significant crossroads in my life. There are of course several crossroads, but these are probably the most crucial. They have had major consequences over a long time. You can see them as the red thread in my life. Think about what yours looks like so far and what it might look like in the future...

For some examples, I write out the name, because they I still interact with them a lot and they are not retired. The latter I anonymise with one exception - Lars-Erik Liljeqvist, who has taught me so much in the field of psychology and sound thinking.

Meeting a boss ahead of his time...

In 1968, I started my first job here in Stockholm. It was Svenska Esso AB, a subsidiary of one of the world's largest oil companies - Standard Oil. Somewhat by chance I became an expert in machine optical reading, i.e. that a machine could read what was registered on a document. A colleague at my workplace got a new job at a large IT consulting company - Statskonsult AB (no longer exists). The company was looking for someone who knew a lot about machine optical reading, so he recommended me. This happened in 1972. I applied and got the job;-)

After I had worked there for a few months, a man came into my room. He said hello and talked about different things. I got a bit sniffy because we had not spoken before. And then suddenly...
– Do you want to come and work with me?

Oops, I'd had a job interview. I was curious and wanted more information. He then described that he wanted to build up a really sharp department in IT. He also described how he saw himself as a manager. Oops - many unusual views. I said yes. It was truly one of the best decisions of my life. There were 10 of us and real diversity, all very ambitious. The manager turned out to be very ahead of his time as a manager e.g. when we had to write a report, we stayed a few days at a hotel to work intensively on the report. In much the same way, we could work in pairs, i.e. go to each other's homes and work on a report. In many ways, our behaviour was different from what was usual at the time. We were ambitious and efficient. He taught us, among other things: "Those who have it hard (work hard) should also have it good;-)" I think that statement comes from Beethoven... He was very well read and in many areas.

In this case, it was not me who took the initiative, but I decided to jump;-)

A new manager takes over - Mats Hentzel

A few years later, my colleague in the unit took over from the previous manager. No real jump but it was a natural change. It was a good choice because Mats was a good manager in the spirit of the previous manager. Since then we are friends and still see each other from time to time, for example Mats is one of my best advisors for my business.

Mats has influenced my personal development in many good ways. Particularly significant was what he said in his first performance review with me. Among other things, he said
– You are a good problem solver Rolf. That's why I think you should focus on problems that have to do with people, because you'll never solve them...

My reaction was probably what Mats expected. I took it as a challenge that would last a lifetime... With that perception from Mats, it was natural that he put me on the next task, which led to the contact with Lars-Erik...

Meeting with the development manager of a work psychology consultancy - Lars-Erik Liljeqvist

In 1975, Statskonsult had investigated how three large government IT systems, which I have mentioned above. Many problems were discovered. This led to me being given an internal assignment to improve our development methods. I realised that we should be much better at psychology and pedagogy. So I tried to find a good psychologist, who could contribute with expertise. It took a while before I found someone who understood what I was looking for. He was the head of development at GPI (Gothenburg Psychotechnical Institute, later nationalised). We then started a very fruitful collaboration for both of us, for example, we collaborated in training and sometimes even in assignments, where GPI's psychologists contributed in various ways. However, there were some obstacles to overcome. Read - mostly conflicts, for example with other psychologists at Statskonsult, who considered themselves bypassed ...

Lars-Erik and I gradually became friends and still are;-)

In this case, it was me who took the initiative and "made sure" that Lars-Erik wanted to bubble jump.

Meeting with a Hungarian IT expert in Budapest

Lars-Erik proved to be a true pioneer of effective pedagogy. He even wrote a book on the subject – **Kurspedagogik** (Swedish for course pedagogics).This led to him and me running such courses. I even had one with him for psychologists at GPI;-)

One time we wanted to really stretch ourselves and come up with the optimal stimulus framework for a personal development course. We started by making a requirement specification for the location
–   Preferably unknown to most people
–   You can do many different things
–   Preferably low prices
–   Preferably different e.g. different system in some way

After we came up with the last criterion, we immediately thought of Eastern Europe (during the communist era). Then it occurred to me that I had heard someone speak highly of Budapest, so we decided that we would design a weekly personal development course in Budapest. This was around 1977, so there was still an iron curtain... Unfortunately, we didn't get any course participants. It was probably too bold an approach and partly at too short notice. What did we do then? We believed in the programme, so we tested the course on ourselves... It was good;-)

There's a lot more to be said about the organisation of courses abroad, but for now the focus is on bubble jumping and how I made a Hungarian friend.

After a few days of landing in Budapest, I wanted to solve a task in the new environment. I decided that I would find out how to develop IT systems in Hungary, but how would I do it? I decided to go to the embassy for help. They just laughed at my request. Something like that takes months to plan. The iron curtain... Hmmm. I stood my ground and eventually I was directed to the trade office. I went there the next day.

Same reaction. I stood my ground. In the end, it was a Hungarian woman, who said this: I will investigate with a manager, whom I know. She arranged a meeting two days later and had the following order: If you can't make it, call me - immediately!

I met the manager at the appointed time. He had with him one of the people in the company who was responsible for the development of IT systems. After a short introduction, I was allowed to accompany him to his room. Initially, he was very hesitant. My interpretation: The Iron Curtain... After a while of conversation, trust apparently developed. Then he asks: I have a friend who works at our most advanced institute in terms of IT. Would you like to meet him? Of course I said YES. He called and got hold of L, who agreed to meet the next day. We met and we are still friends;-)

Then myself and both of us had had several courses abroad inspired by our test course in Budapest. Sometimes such a course became a memory for life for some participants. They were really out of their comfort zone...

I particularly remember three supervisors from a factory in Sweden who participated in a management development programme that Lars-Erik and I ran for Vin & Sprit AB, which was later sold by the Swedish state. An important aim of the development programme was to prepare the managers for the likely dismantling of their monopoly. The programme was conducted over four years. One of the four stages was to take place at the Vin & Sprit vineyard in France.

These particular supervisors felt that they did not "have time" to participate in the programme - the second course stage at the vineyard... In the end, it turned out that they were all afraid of flying. Then we decided that they could go by train. The train journey went well and the managers were actually really enthusiastic about the experience.

At the end of the course week, these supervisors came up to me and thanked me for this great experience. They had never been abroad before. Now they had decided that next year they would take their wives on a trip abroad. I got teary-eyed. Such experiences motivates me.

Reconnecting with an army buddy after 20 years

In 1966, I started my military service training. In another billet for my platoon, there was B, but we didn't have much contact. In 1986 he came with an offer of a reunion to our regiment, which was housed in Karlsborg Fortress. I was not exactly fond of military life. Too many procedures, rules and routines and authoritarian officers.

Anyway, I was curious about what had happened to the others during those years, so I went there. Then it turned out that B now lived in Karlskoga and worked in Bofors. Therefore, it was natural to continue the contact, since I was in Karlskoga at regular intervals. My parents lived there, and they also had a summer cottage. And my then parents-in-law also lived there.

Our meetings led to us becoming friends and still are;-) In addition, B and his wife are our "best friends".

And that's not all. My father didn't have a brother, so he found a "brother" on his own. It was a childhood friend, whom he called brother. Over the years I realised the value of such a brother, so I suggested after a few years, if B wanted to be "appointed" brother. He did, so now I am as well off as my father;-)

Meeting with a headhunter and psychologist of Polish origin in Sweden

I met him for the first time in the early 90s. I had joined a new consulting company in 1991. After a few years, they decided to cooperate with another complementary consulting company, which was specialised in recruitment. M was working there.

Naturally, I asked him if he was interested in trying the HumanGuide test. He was. We got on well and soon we had a rapport (see below on communication levels). It turned out that M came as a child (five years old) from Poland. The parents preferred to live in Sweden.

M was a psychologist. Later he told me that his choice of profession had probably been influenced by coming to a Swedish kindergarten as a five-year-old without knowing any Swedish. So it's important to understand others. To observe them. Who is OK and who you have to watch out for.

Since we got along so well, I also asked M if he wanted to be "appointed" a brother like brother B above. He did, so now I have two brothers. It feels good;-)

Meeting with a psychologist at a university in Belgium - Giselle Welter

I met Giselle during a conference at the University of Louvain-la-Neuve, Belgium. I had travelled there in 1999 to attend the 15th Szondi Global Conference. These are held every three years. There weren't many people in Sweden who knew Szondi's personality theory, so I sought co-operation - abroad.

Of course, I was a little scared to participate in a conference, where there are probably only psychologists and therapists. Also researchers. I also had to present my test and how it was used to increase the self-awareness of lay men in particular. The presentation should be in English and show an internet-based test...

Anyway, my presentation went well. People were very impressed when I showed how the test worked on the internet. No one had seen anything like it. I was also publicly praised by Friedjung Jüttner, who attended as a representative of the Szondi Institute in Zürich. My workshop was also attended by psychologist Giselle Welter from Sao Paulo, Brazil. She was curious about the HumanGuide (HG) test, which she had discovered on my website.

The contact with Giselle led her to want to try the HG test. She was impressed - so fast and yet very accurate. Now Giselle wanted to translate the test into Portuguese. As the HG test was internet-based, it would reduce her need to travel a lot. Currently, she was using the BBT (see above).

Of course, this would be a big challenge for our collaboration, as Brazil and Sweden are very far apart. Here, however, we benefited greatly from immediately knowing each other's test result. This meant that we could build trust much faster than in a normal virtual team. We saw the consistency between each other's behaviour and what the test described. I even said to Giselle at an early stage: - You will sometimes be annoyed by my *Structure* (see above), because she had a lower value and also high on *Power* and *Imagination*, i.e. no "typical psychologist". I will sometimes be annoyed by your *Power*, i.e. that you go too fast for my *Quality* and *Structure*.

In fact, we have been working together since 1999 without a single destructive conflict. We have them, of course, but we deal with them constructively. The fact that we built trust so quickly was also significant, as it took several years before we based our co-operation on any legal agreement.

Giselle translated the test questionnaire into Portuguese from English and adapted the test to the Brazilian culture with some changes to the questions. I have incorporated the new questions into the basic Swedish version of the test, i.e. translated them via English into Swedish with the help of a person who is good at both Portuguese and Swedish. It probably took a calendar year before we could test the Brazilian version in reality. A bonus effect of translation is that the Swedish basic version is always improved every time;-)

In Brazil, the use of personality tests is subject to stricter requirements than here. They must be authorised by the authority SATEPSI. That's why Giselle did a validation study in 2006-2007. This led to the test being authorised in early 2009. The test was the first of its kind to be authorised, i.e. forced-choice and internet-based. This also meant that it took calendar time to get it approved.

About ten years after Giselle and I started working together, she was at a reunion from her first school. There she met the entrepreneur Marco Sinicco, who wondered what she was working on. He was curious about the test, so he wanted to try it. He was impressed, so he wanted to use it in his two IT companies. Furthermore, he wanted to collaborate with Giselle and make a more modern IT system mainly for Brazil, i.e. with Portuguese as the main language for management. That's what happened, i.e. they set up a joint company and then they made an agreement with me. It was particularly enriching for me that Giselle's father was German and Marco's parents are Italian, as we thus had knowledge of two more cultures.

Now, our collaboration has led to the test being most widely used in Brazil, as already mentioned above.

Now our collaboration has led to the test being very well accepted in Brazil and considered a very reliable psychological instrument. There are considerably more users in Brazil than in Sweden, for example, Sao Paulo has twice as many inhabitants as Sweden as a whole. Sao Paulo is also one of Sweden's largest industrial cities, i.e. the companies are Swedish.

A CEO sends me an email from Switzerland - Thomas Seiler

I got in touch with him in early 2000. He was the one who sent me an email because he happened to know Szondi's theory and had become curious about the HumanGuide test, because in 1999 I set up my first website humanguide.se.

Thomas turned out to be the CEO of a company group in Switzerland. For a CEO to know a personality theory is very unusual. He tried the test and was impressed. This led to me making an offer to develop his management team. Unfortunately, the proposal was not implemented, as some of the group members were very sceptical about the benefits of psychology.

We kept in touch. As a result, in 2003 I was asked to carry out a development of his then management team, when he was now working in the startup u-blox AG, which has been mentioned above. The assignment was very much appreciated. One of the managers even said: - *Thomas, this is the third concept, which we are trying out. This was the best!* As a result, the test would be used to select the final candidates for every recruitment in the future. 20 years later, more than 4,000 tests had been carried out and there were around 1,400 employees in 29 locations worldwide.

Now, 20 years later, Thomas has left u-blox. He now works as an advisor and investor with a focus on startups. He continues to use the HG concept, for example, that in each new startup, the founders do the test and then assess how well the match is with their role, e.g. CEO. It then continues in the same way with the recruitment of employees. Etc.

Meeting via lottery with a Mongolian business leader, who is attending a course in Sweden

A little over 25 years ago, some consultants I know organised a training course for SIDA. There were a total of about 80 board members and business leaders, who worked in developing countries. The consultants wanted to offer them to meet Swedes over a weekend. Only six Swedes volunteered to take care of a participant, so we drew lots. E came to us. We got on well, so we decided to keep in touch, which developed more and more.

E had been in the US (at the UN) and in Germany (democracy development). He liked Sweden. It was a bit in between. Not as capitalist as the US and not as square as Germany. So he decided to study at a folk high school in Sweden, and our contact developed even more.

Speaking of cultures, he called from Södertälje a few months later. Oops. He turned up and stayed for a week. I asked him
   – What are you going to do in Sweden?
   – I'm going to SIDA tomorrow, was the answer.
   – Have you booked an appointment? was my follow-up question.
   – No, we in Mongolia are just coming.
Hmmm. A few days later he said that it is not stupid, as you do in Sweden, book an appointment ...

When he found out I was getting married, he wanted to give us a yurt (Mongolian nomad tent) as a thank you for all the help he had received. We now have one in our garden. How it got there is a longer story, which I'll skip.

Anyway, we are still friends, but contact is sporadic. E is one of the creative ones, who is constantly moving up in his interests and they change quite often, so at the moment me and Sweden are not interesting. His wife N, however, we are in touch with on Facebook.

Meeting a senior doctor at a university hospital in a food queue at a Chinese event in Stockholm - Prof Ganesh Acharya

About seven years ago, I attended a Chinese event here in Stockholm. The purpose was to increase collaboration between Swedish and Chinese companies. As I stand in the queue to get food, I start talking to the man standing in front of me. It turns out that he is a professor and chief physician at Karolinska Huddinge University Hospital. To be precise, he is the Head of Obstetrics and Gynaecology Division in CLINTEC. Wow, what an exciting jump for us!

The hospital is about two kilometres from my house, so I ask Ganesh if he wants to come for lunch with us one day? He said yes, and that's how it is... My wife is a midwife, so she also has a lot in common with Ganesh.

Ganesh has even engaged me for some lectures in his network. In addition, he has used the HumanGuide test in a research study on the impact of the pandemic on pregnant women in Norway. Ganesh was responsible for the study at the University of Tromsø. Pregnant women were given the test at 18 weeks and then a second time after birth. The aim was to see if childbirth affected personality. According to the results, there was little effect for some, for example with *sensibility* - they increased their *Power*. According to the research studies reported in the book **Who Are You,** personality is quite stable, so it returns to its "normal state" after a while.

Today, I count Ganesh as one of my closest friends.

Meeting my future wife during a raft trip - Katarina

In the autumn of 1993 I got divorced. The following summer, a friend invited me to join a rafting trip on the Klarälven river with some other people. He had "sweetened" the deal with a single woman, who lived in Karlstad. My friend B - see above, made sure that during the car journey to the rafting place I had a man with me, as "chaperone" -Tage, and then the woman - Katarina ...

I am extremely pleased that I went along...

I had a good conversation with Tage in the front seat. Katarina had a bit of a low profile, so I invited her into the conversation from time to time. I liked her comments, so I thought this looks promising... When we were all helping to build the rafts, I was impressed by how she contributed to the construction in the waters of Klarälven. She was one of the women who contributed the most. We travelled on different rafts, but Katarina was always in mind. When we were to tear down the rafts on arrival, it was cut... I pulled on one of the ropes to put it in the intended place. The rope was

"resisting". At the other end, Katarina stood and resisted;-) It was like the feeling from the Disney film about the dogs Lady & Lufsen, when they had a spaghetti thread between their mouths...

Recently we celebrated our 25th wedding anniversary. We have now been together for 30 years. Actually without any destructive conflict. We have conflicts, of course. Healthy ones that we deal with constructively. As a precaution at the beginning, I wondered if Katarina would consider taking the HG test. She could. The prognosis was good, and it turned out to be true in practice.

According to research and my opinion, couples should have a similar personality. Why is that? Among other things, there is a logical argument: if you have different personalities (strengths), you want to do different things when you have free time together. So why should you then be together? It's a different matter in the world of work. You should strive for diversity so that you can complement each other when performing tasks.

I have used this experience as a basis for publishing the eBook **How to get a good life partner** (so far only available in Swedish;-)? The first part consists of how to find a relevant partner and the second how to nurture the relationship.

By the way, if you want to read about an incredible bubble jumping, it is described in the book **New Delhi - Borås: The unlikely story of the Indian, who cycled to Sweden for love** (so far only available in Swedish;-).

What do these people have in common with me?

Generally it's *Imagination*, but then it can be more diverse. This means that *Imagination* is the "bridge" between me and the other person. The thing to remember when you have a strong bridge is that you can easily exaggerate it, because you have so much fun together. Well, it's not safe, of course, when the bridge is *Exposure*.

Together with Katarina, I have several equal factors (= strengths), i.e. *Imagination*, *Structure* and *Quality*. Katarina then has the strength *Sensibility*, which I do not have. It suits her well, as she is a midwife. I differ from Katarina by having the strength *Power*, which is very relevant, when you are an entrepreneur.

So the advice for bubble jumping is to focus mainly on people who have a strength that you both have. That will be the bridge in your relationship. Then, of course, it is important to have a community of values.

When has bubble jumping gone badly? I'm thinking in particular of those that I thought had great positive potential for both of us.

The main reason is probably that we have not shared enough values. That's why I now try to find out about the other person's values at an early stage. One of my methods is to be very open and clear about my values at the beginning of the contact. Then I pay attention to the other person's reactions.

Another obvious reason is that we are not as keen on working together.

Sometimes the technical conditions can also be poor, making it too difficult to work together.

If co-operation is to work in the long term, we need to have good personal chemistry and be able to manage our differences in a constructive way. See more below...

The impact of personal chemistry

Generally speaking, similar factors tend to work best together. The exception is *exposure*, where there is a risk of competing for an audience.

The riskiest personal chemistry is when you are different. That's why people like to recruit similar personalities, even though sometimes it should be more complementary personalities that are recruited when it comes to jobs.

The risks of personal chemistry are greatest when one or more people have low self-esteem. This can lead to stress/fear when the other person reacts in a way that was not anticipated. The greatest risks are for the driving factors, as they act the most.

Another consequence of this is that if someone finds it easy to interact with most people, this is usually a symptom of good self-esteem.

The law of reciprocity

It is very simple and extremely important to remember. It says that if A likes B, then B usually likes A. And of course the other way round. It follows that if a manager praises his or her employees, the employees will probably praise the manager.

Because of that law, I pay attention, if I myself start to think "negative" about someone. Then I ask myself the question: What negative things can the other person think about me? How can I think more positively about the other person? Then with the aim of tuning in the stream. It takes energy if there are unnecessary tensions/conflicts. You don't have to like everyone, but you can at least have a neutral attitude. My basic attitude is that everyone is doing the best they can, even if for some people there may be enormous potential for improvement…

Finally, something important. Even if you don't say you dislike someone or what they do, most people can sense your attitude. Therefore, it can be wise to try to see something more in the other person, to get a better basis for co-operation.

One more thing... An example of a bubble chain

It strikes me, as I write about bubble jumping, that there are also bubble chains...

When I gave a speech to Katarina, above, on her 60th birthday, the speech was based on one bubble chain. I was so very pleased that we had met, so I started to wonder - How did this happen?

It started when her sister fell in love with X in Uppsala. Her sister and X moved to Värmland. X came from there. After a while, it became clear that his sister needed

someone to look after her children during the day. The sister then thought of her sister Katarina, who at the time did not have a clear idea of what she would do in the future. Katarina got the job and moved there.

The next step in the chain towards me took several years before it happened. In 1993, Katarina met my army buddy B, when he had weekend courses in liberating breathing. She thought it sounded exciting, so she attended with a work friend. A little later, B invited some of his network to a hiking week in Norway. Katarina hadn't tried it before and she thought it sounded exciting, so she went along.

In 1994, B invited her network to participate in a rafting trip on the Klarälven river. During the day, a raft would be built, floated and demounted. In the evening, there was a "wilderness dinner" with an overnight stay. It sounded interesting and was good timing, so it went as it went above; -)

If you look at my bubble examples above, it is easy to realise that there are bubble chains, which made it happen. Interestingly, it is always up to you whether you want the chain to continue for your part.

Think about bubble chains that have happened to you

Bubble jumping in practice...

Where can you bubble jump?

Everywhere? Well, no. As usual, you should have some intention of it. Noyes. Sometimes it happens by intuition... There are many ideas and examples in the book **Bubbelhoppa**.

For example, I find it hard to stand in queues and be idle. Sure, you can study your surroundings, but it goes to a limit, when it does not give anything. Then I usually see if someone before or after in the queue is interested in talking, so I send out a hook... Sometimes it can be very rewarding "bite".

Another situation is in shops or similar, as long as there is no queue behind me and the person working in the shop has time.

Sometimes when I need company (stimulation), I can ask someone sitting alone in a restaurant or café, if I can sit down. Usually it's OK. I send out a talking hook, of course. Sometimes there is interest in talking and sometimes not. There have been many fruitful conversations, for example about the other person's business. Several times it has happened that the other says, when we part: This is what more people should do...

Remember also how it works with a self-fulfilling prophecy. If the expectation is negative, then... If it is positive, then... Also remember that even if you don't express your expectation, there is a very good chance that the other person senses your expectation. Noyes. If someone is having a hard time, they may have that filter when they observe life and then it becomes a bigger challenge to get a positive dialogue.

In the latter situation, the paradox is that it is usually best to confirm the negative situation, so they are listened to. Then things can turn around, if you don't get stuck in the misery...

There is an effective method here - solution-focused communication. You can start with the question

1. If a miracle were to happen regarding X - what would it be like then?
2. Then you ask, for example, on a scale of 1-10, what is the situation now?
3. Has it always been like this? If not - on a scale of 1-10 - what was it like, then?
4. What can be done to improve the situation?

Get into a new bubble...

It can be a big decision. Sometimes you come into contact with another bubble on someone else's initiative. Then you can see it as being there on a "study visit". If the group feels good, you can join in. However, you should be careful about saying no too early, but sometimes it can be obvious.

When you meet a new person, not everyone is aware of a kind of "phenomenon" - that the "reptilian brain" automatically examines whether the other person could be dangerous in some way, i.e. compared to previous events in your life. Another side of this - to link to personality - is that most people then often show their strongest factor in a first contact. It's a kind of survival instinct, for example, it shows itself in the way someone with *Contacts* tries to lighten the mood.

When you want to understand others, there is a pitfall - after yourself you know others. Most people agree that people are different. Even unique, but when it comes down to it, people often give advice to others as they think they should act as them.

Another thing to remember is that everyone lives in their frog perspective. What is the background to that perspective? Well, frogs have a very limited perspective on the outside world, for example, when the light is fading rapidly, they avoid green and seek out blue. When you are in the group, it is important to realise that you have your own frog perspective. So, to put it in pedagogical terms, you have to use your "helicopter skills" first to get up to a bird's eye view and then to get down to the other person's frog's eye view, which is the basis for all good co-operation.

Another tip: Don't move too fast and get personal. Either the other person will go along with it, but may regret it afterwards. Or they might get "scared". It's true that small talk has its place, but it shouldn't go on for too long or it's unlikely to lead to a "warm chat". You can read more about communication levels in the section below.

Remember that openness breeds openness, but someone has to start...

Preparation and planning will of course create preparedness, but remember that things never turn out as you have planned. Your preparations only increase the chances of it turning out well. Moreover, if you really want something, you will have the motivation to move forward step by step...

Finally, if it feels scary. Ask yourself the question: What is the worst that can happen? You should do a risk analysis and possibly some kind of risk reduction.

Different levels of communication in a bubble

All bubbles (groups) have a culture. You like them differently, of course, but you have to relate to them.

Here it can be useful when you are in the bubble to think about different levels of communication (ambition levels), i.e.

- *Verbal level*, i.e. having everyday conversations with each other
- *Rational level*, which means that you can solve problems together
- *Emotional level*, i.e. you have a deep contact with each other and can talk about almost everything, e.g. difficulties of different kinds

Interestingly, when you go from the rational level to the emotional level, it can be a bit nerve-wracking, when you cross the "border". In the emotional level, you speak more quietly, have a slower pace and are more careful about what you say.

When you have a good interaction and relationship, it also works well on the emotional level, but of course you do not need to have that level with everyone. Moreover, relationships develop over time. There was once a course participant who came up with a practical approach when it comes to levels. To sort of take the temperature of the relationship - *the potato stick*. When you boil potatoes, for example, you check whether they are fully cooked with such a stick. If you transfer this to a relationship, you can bring up something on the emotional level and see how it is dealt with.

For the record, one of the variants of the criterion is a friend: We can talk about almost anything. And we can talk about anything. Neither of us has to think about what we are saying.

Another way to describe such a relationship is that you have rapport with that person. Rapport (pronounced rapoor) comes from the French and roughly describes having a close relationship. It is these relationships that you should strive for and then nurture well.

Remember that with any new contact, you have to go through all the levels - level by level. Of course, sometimes it can happen quickly, for example at "first sight".)

Traditions and other procedures in bubbles

It occurs in several bubbles. I am normally not very fond of such things, because my core factor is *Imagination*, for example, I do not like "unnecessary" routines. I can experience it as a bit of a straitjacket. I feel unfree.

However, I want to bring up a procedure, which I liked. It was a friend of mine who is a therapist. He used the same procedure that you have at AA meetings (Alcoholics Anonymous). You open the meeting with a kind of greeting procedure. For example, like this

- Hi, I'm Rolf and I'm looking forward to today's meeting. Thank you very much!
- Hi, I'm Lennart. This morning I had a fight with my wife, because there was a lot of fuss with the children. I was really angry. We didn't handle it well before

we separated. That means it will take some time for me to land here. Thanks, mate!
- Etc.

I've used that procedure myself from time to time. You clear what has happened before and go in to be here in the present. The procedure can be very valuable. It can be a very rewarding experience for a participant to bring up their current problem in front of the others. Really cathartic.

I have read about a major company in the US, where the procedure is used at the start of management meetings.

Contributing to well-being in a bubble

The next section deals with unhappiness, but before that, it is worth discussing how everyone in a bubble can contribute to well-being. The group works well, so you look forward to being in it. It is always easy to blame others. Then you have to remember that you are the only one you can change. You can only give feedback to others.

Lars-Erik did a research study several years ago **on High attendance in industrial work**, i.e. what was the reason why some employees were almost never absent. An important reason was a good introduction. That it becomes a virtuous circle from the start.

Another way is to give each other mainly positive feedback, i.e. that it is considered, but of course you should bring up when something can be improved. Unfortunately, we often forget to give praise, because it is good and does not need to be changed. Instead, we mostly focus on when we think something is not good. Most often this means that you are basically *fertilising weeds*. The person concerned thinks, "I'll never get better at this, because I'll only hear about it when it's not going well". It's much more effective if you recognise the improvements. It gives you hope and encourages you to turn up on time for meetings, for example.

Unhappiness in a bubble

You probably have that in some bubble. Then the follow-up question is - What can you do? If you don't gain anything from participating, then maybe you should leave the bubble... Could there be negative consequences? Can they be managed? So you need to think about the situation...

First, it's important to think about the question: Do you have the same goals? If they are different, it can be difficult to combine and then it becomes a challenge to agree. So try to arrive at the other person's/others' goals. Ideally, agree on the goals instead of assuming something. If you can do this, there may be opportunities to reach a workable agreement.

Sometimes you can put up with someone in the group who is not your "favourite". However, you choose who you have a relationship with and how you want it to be. Remember that you cannot change others. You can only change yourself, which can lead to others changing themselves.

Sometimes you have to deal with a conflict to make the relationship work. Then, of course, you must first reflect, are you prepared to make that bet? Are you prepared to take the risk? It could go wrong ...

Here is an educational story... There was a man who was out walking. At the side of a house he saw a man sitting with a dog. He went over to talk to him. Then he noticed that the dog was whining all the time. He asked the man:
– Why is the dog whining all the time?
– 'He's sitting on a nail,' was the reply.
– Why doesn't he move? he asked the man.
– It doesn't hurt enough, was the answer.

On the other hand, there are good and not so good ways of dealing with conflict. If you attack, it is rarely successful. At least in the long term. However, there is a very simple methodology here, which is very functional. I learnt it many years ago from a book by Thomas Gordon. The method was called **Active Parenting** and the book came with a guide for a study circle. We were four couples, who did the circle, when we had small children. The method consists of three parts
• The question: Who owns the problem?
• You own the problem - for example, you are irritated. Then you use the so-called "*I-message*", look below…
• The other person owns the problem - e.g. is angry. Then you use "*You receipt*", look below…

An example of the former. You are annoyed that someone is often late for your meetings. When it happens for the third time, you say, visibly annoyed: - ~~You are always late for our meetings~~. Avoid it, because there is a better way: *I am annoyed that this is the third time that you are at least 15 minutes late for our meeting. I would appreciate it if you would be on time.*

What is the difference then? Well, in the second case you are not accusing, you are just describing your feeling and facts. There you actually have the "facts", i.e. you are right, and the other person cannot say you are wrong. You are also giving the other person a choice for their behaviour going forward. Then with different consequences. Such a response may seem a bit artificial, but you don't have to formulate it perfectly. The important thing is the intention and structure of the answer.

So what is meant by "You receipt"? It means acting more or less like a "parrot", i.e. repeating the other person's line and reaction. Not exactly, because it can sometimes create irritation. For example...
– I am angry!
– If I understand you correctly, you are annoyed.
– No, I'm not! I am angry! (emphatically. Annoyed was too weak a word)
– You are really angry!
– Yes, I am!
– How do you think it can it be handled?
Etc, like peeling an onion to get to the heart of the matter.

Avoid being ruthlessly considerate. What does that mean? Well, if you are annoyed or worse at someone's behaviour. Especially if it's repeated, you're being fair to the other person if you bring it up in an appropriate situation. Preferably with an "I-message". If you don't, you are actually being unfair to the other person. They won't know, i.e. they won't have the chance to do anything about the behaviour. It is likely that several people may be annoyed by the same behaviour.

Feedback should be a gift, so you should learn to give feedback in a good way.

A good method, which I have learnt, when it comes to relationships is to ask: - Can I have a moment? Then you have something critical that you want to discuss with your partner, but it does not have to happen immediately. The partner is given a choice, and a time is agreed later that day, when it would suit both.

Sometimes you get advice from others, which you have not asked for. Usually it is given out of goodwill, but the person receiving it may see it as "coercive". The giver thinks: do this and it will be fine. Particularly disturbing is advice based on the attitude that *you know others after yourself*. If you give advice that is to have a chance of being accepted, it must be tailored to the other person. If it often happens that someone gives you such advice, you may use I-messages, as above;-)

Some special roles in a bubble

There can be many roles in a group. Here I'll just mention a few that are particularly interesting. It was my friend, the psychologist Lars-Erik, who launched them, when we were going to have a first trial course for the consultants at Statskonsult. He started the course like this

– How many people know the Disney series about the Big Bad Wolf?

Everyone did. Then he commented on the Practical pig (in Swedish Bror Duktig) and how fantastic he was. Then he asked the question

– Does anyone know the names of the other pigs?

No-one did. I have still never heard anyone who knows any names.

Lars-Erik then pointed out that although Bror Duktig (or Syster Duktig...) is absolutely fantastic, he also practises a form of competence oppression. The other pigs don't learn much.

We as consultants felt we were being hit, i.e. at times we were acting like Bror Duktig. It made me think.

I then pondered for many months what the opposite could be called - as a target image. Anti– Bror Duktig was not a good option. In the end I came up with Brother Air, i.e. air is invisible and if people don't get air, they die.

After further reflection, I realised that both are needed. If there's a crisis, it's urgent, and then you need Bror Duktig, but if there's time, it's time for Brother Air, so several people develop.

Then there is the Godfather in some groups, i.e. someone who knows - confidently: So and so is it. Period! They also hand out judgements, i.e. you are wrong. Of course, someone can be factually wrong, but here I mean someone, who has that line more or

less all the time. These people don't like it when you disagree, which means that it can be smart to have a different strategy. Because if you disagree, it easily becomes "war" and then you rarely get to the finish line in a good way. A smarter method is to ask questions

- – I do not understand?
- – How do you know that?
- – Etc.

Another special method is called *Soft Pillow*. An example of a concept, which Lars-Erik has invented. It came about during a trip to Marrakesh. Like this...

The pillows in the bed were very hard, so they complained the next morning at the reception and got the answer

- – That's terrible, we'll put it right straight away.

When they went to bed the next night, it was the same pillow. So they complained angrily the next morning and were told

- – There must have been some misunderstanding. We must correct it immediately.

The same hard pillow the next evening. At first, they were upset, of course, but then they realised that there are probably no softer pillows here, but the guest is always right, so...

Sometimes pointless 'ping-pong' occurs in a dialogue. Sometimes about something simple, like: This photo was taken in May last year. No, it was three years ago. Such things are normally not that important, so it's best to say - you're right.

But sometimes it can be something more important, but you realise that there's just a 'war of words' going on. Then you can use this version of the Soft Pillow. - I note here we have different views, which each of us is just repeating, but we are obviously not getting anywhere. Therefore, I suggest that we talk about something else. Many times it happens then, usually not right away, but after a while: - what was your perception again?

In Emma's book there are other categories and ways, which create problems in meetings.

The bubble of friends

Here I want to draw your attention to the fact that there is no time for so many friends, so choose them carefully. Who do you want around your campfire?

Be careful with them. However, it is OK to change friends, i.e. it can be like in a couple relationship - you can have different developments, for example, so you have less and less in common.

I have come across many different definitions of a friend. This is one I like: *A friend is a person you know almost everything about, but who is still your friend.*

Next, I want to tell you a story that has to do with friendship. It's about a family who sold their house and bought a motorhome... The aim was to travel around Europe to

choose where to live in the future. They chose Ireland. Why? Well, they found out that there was the view: *a stranger is a friend, whom you have not yet got to know*.

The relationship as a bubble

It is special as a bubble, for example, you will automatically enter many other bubbles. Which ones and how many depends on the partner, of course. A special bubble is the family. You do not choose it. However, you can choose your approach. Sometimes it can be difficult. The important thing is to talk to your partner about any problems and try to reach an agreement on behaviour that both can accept. More on family below.

It has been said in the past that you should choose a life partner with similar interests. But there is probably no couple who - when they start their relationship - have exactly the same interests. There is then a great risk that both will remove interests for the sake of 'peace of mind'. This can lead to problems in the long run. This is probably where the expression that the couple relationship becomes like a cage comes from. Of course, an adjustment is necessary. The important thing is that it works over time.

Another aspect of differences in the relationship is that some partners want the other to do what they do. Then that partner may give "unsolicited" instructions/advice. Many people dislike this, unless they have asked for it.

I have also noticed that the other partner interferes with, for example, clothing choices, i.e. sees the other as a kind of extension of themselves. Here I have benefited greatly from the fact that both my wife and I have done a so-called colour analysis, so we have a fairly common understanding of what colours you go best with, etc. After that, it has become much more constructive discussions;-)

Several years ago I learnt a good goal for a couple relationship. You should have one hand together and one free. A good litmus test of a good relationship is - *that you have fun together and that you can solve problems.*

In a similar way, this also applies to groups. You should avoid being a ring group (=closed), i.e. everyone holds hands, and instead be a star group (=common in the core and open to the outside), i.e. where you have similar values in the core, but are otherwise open to the outside world, i.e. one hand free. Otherwise, things could go wrong one day...

An oval bubble is the family, but...

That's the way it is. However, you do have a choice when it comes to the relationship you want to have with individual relatives. It is of course important to form your own opinion of each relative, so that you do not further cement, for example, conflicts or that someone is rejected.

Here is perhaps a little side track ...
Since I am curious and want to gain new experiences all the time, I thought I would investigate what you could get out of genealogy, which has become more and more popular. There are many IT-based concepts that can help. I chose MyHeritage, where you benefit from other people's discoveries, so you can build your family tree faster.

There's a lot to be said about this, but I'll limit myself to one piece of good advice that I received: decide what you want to achieve with your genealogy. Otherwise, it's easy for all the available family data to become a black hole.

In my case, I wanted to
- Get my own idea of what genealogical research can achieve
- Find out if there were Walloons among my ancestors, as my mother had always said so because my grandfather was a blacksmith and so was his father
- Find out if I had any relatives in the USA

The result so far has been
- A greater understanding of my origins and their implications
- It has been instructive to do genealogical research and I got a much better understanding of Swedish history, for example, families and iron trade.
- I have no connection to Walloons. It is commonly believed, but there are not that many Walloons as people think...
- It was difficult to find a connection to family in the USA, but when I did a DNA test, it was "bingo". One of my grandfather's sisters had emigrated because she was in love with a cousin and they wanted to get married, which they would be allowed to do in the US... The DNA link was to a woman in Chicago, who is a generation after me. Last summer she was here visiting with her husband. Very nice and rewarding. Next year we hope we can go there and visit. The DNA test also led to another fruitful contact in Sweden;-)

Generations and bubbles

A final kind of bubble concerns generational differences. For example, there has often been amazement at how young people use smartphones and social media, how some dress, tattoos, etc. It will probably always be like that...

What is malignant is when there is a lack of communication between the generations. For example, look at the difference between the West and the East when it comes to the view of the elderly. In the West they are sceptical and in the East they have respect, if I generalise. I was recently told by a person who researches innovation. This ability is greatest among the young and the elderly. With regard to what I have written above, I would like to add a caveat when it comes to older people. If the person has not been curious, the ability to innovate is probably not so great.

In any case, there is much to be gained from increased communication between younger and older people. It enriches both.

A consultant colleague made a "move" when he was the CEO of a small manufacturing town. Ahead of an upcoming meeting with his management team, he changed the staffing. He selected suitable employees from the younger generation to represent the current management team. A regular management team meeting was then organised. The current team members could only observe the meeting. This led to an enriching discussion after the meeting with several new thoughts and insights.

Well-being in a bubble - what is it like?

A lot can be said about it. Some key words are **trust and respect**. You should be able to be yourself? Being able to say that you have problems. Conflicts are natural, so they have to be dealt with... And then, of course, there are many tricks that you can learn.

Sometimes it comes up that crocodiles are terrible, i.e. big mouths and small ears. Then you want to point out that "listening" is fine. Because my core factor is *Imagination*, which allows me to get very enthusiastic from time to time. Then I can find out - afterwards - that I talked too much. That makes me irritated. Why can't that person bring it up straight away, so it doesn't cause irritation and valuable group time isn't lost. Otherwise, the crows will fly...

That's why I believe that in good meetings, dialogue dominates, and everyone is engaged. If everyone just listens and doesn't contribute, the meeting won't have a good outcome. Everyone has an obligation to speak up and dare to challenge the norm that "you don't interrupt in Sweden". Now I'm presenting this a bit black and white, but if you have a good and sincere dialogue in a group, it usually leads to well-being and commitment. It is of course good to know each other's personalities, as this provides understanding and facilitates co-operation. Many personality conflicts are due to personal chemistry and how differences are handled. Self-esteem, values, etc. can also have a strong influence.

Remember to ask, listen and share in harmony, as Emma emphasises in her book.

Good luck to you!

In conclusion, I hope that you now have even more inspiration for bubble jumping. I myself am guided by my motto - *Freedom & Respect*. It's based on the idea that there is nothing as motivating as personal freedom, but it must not be at the expense of others, i.e. respect. It is not always easy to decide how to act in different situations, for example, you cannot be "nice" to everyone all the time.

Then you can be guided by what is written in an old Swedish cookery book. It describes the difference between a good cook and a poisoner. What is it? Well, the intention of what you do...

Now that I've finished this piece of writing, I notice one thing. I have bubbled up even more e.g. why just stand around in a queue, you can start talking to someone...

One more thing... (which I have addressed in my first book **Let your personality blossom).** In that book, I describe the four steps of the competency ladder in the section on *Succeeding*. I want to repeat it here too…
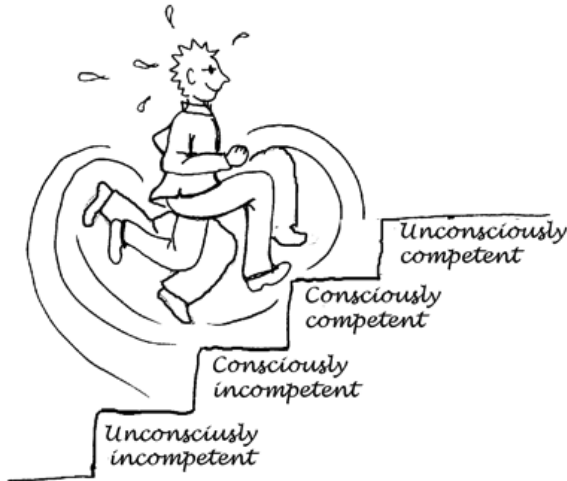
1-Unconsciously incompetent
You don't realise that there is something to learn. You have a problem, without realising it. This is pleasant in itself, but it means that things sometimes go wrong without you realising why.

2-Consciously incompetent
Very unpleasant. You realise why things have gone wrong and think it will be difficult to learn the new thing. The only consolation is to apply positive thinking. "Now I know what to do in the future."

3-Consciously competent
Very pleasant. It is even tempting to show off your competence from time to time. Despite the pleasant experience, it is important to move on to the next step. If only for the sake of those around you.

4-Unconsciously competent
At this stage, it is natural to act in a certain way, because it just is. However, you become aware of your competence when you see the incompetence of others in this area.

You climb this ladder every day if you want to grow. You are particularly aware of it when you are faced with new lessons and when you are on the middle steps. Good luck with your stair climbing...

What I particularly like about the ladder of competences is
- That it points out that you actually make the biggest percentage improvement with step 2, i.e. something through zero is infinity...
- That you don't really know anything in depth until step 4. It also means that you should be encouraging to those who are at step 2 and realise that it usually took a while to get to step 4.

Good luck to you!

Rolf

P.S. Several learning papers are available via humanguide.com under the **Free Knowledge** tab.

Appendix: Obstacles for personal development

But what can be gained from personal development?

Firstly, about a big difference between people. You can develop in a conscious and thoughtful way, or it can happen as it happens. If you do it consciously, a good condition is to learn more about your personality. Understand your driving forces in a deeper way.

Looking at the question from this perspective, one answer is *that you can be yourself as often as possible*. However, you should always strive to be yourself in the best way;-) Against that background, it is easy to understand that the Oracle of Delphi urged everyone to **"Find yourself".** So if you have a good answer there, it becomes much easier. Unfortunately, not many people have a nuanced answer to that question, so it's easy to make the wrong decisions in life, for example when choosing a job and a life partner. Or to tie in with bubble popping - choosing and getting into an inappropriate bubble. When it comes to bubbles, values are of course important.

When our King Gustav VI Adolf turned 90, he gave an official speech. He said, among other things, "I have lived a rich life". My first thought was. Yes, I realise that. For him, there has never been a lack of money. A little later I realised that he was referring to something else. By a rich life he meant - with a bubble angle - "I have been in many bubbles". I think that's a good answer to the question above. You can also reflect on my own examples.

Do you have motivation for what you do?

Daniel Pink wrote the bestseller **Drivkraft** several years ago. The book focuses on motivation and is based on many research studies, including experiments that show that money is not motivating. The important thing about money is the opportunities it provides, i.e. that is where the motivation lies.

So how do you get good motivation for what you do?

What Daniel concludes in the book is that the following conditions are important for you to have real motivation
- Have control over your everyday life, i.e. you should not have someone else who controls you, but you have some opportunity to influence
- Be able to use the strengths of your personality, i.e. to be yourself. Not doing tasks on a large scale that are not in harmony with your personality
- Make a meaningful contribution to society

Last summer, I discussed Daniel's conclusions with a friend. He agreed, but immediately pointed out that the importance of relationships was missing. Oops, here we come to the bubbles. The friend is involved in marketing research. Relationships play a major role in purchasing decisions and the like. I realised: He really is right!

Perhaps Pink (and the researchers...) took the importance of relationships for granted and didn't think about it.

What is your motivation for what you do these days?

Relationships really are crucial

The importance of relationships is also reflected in the fact that those who have good ones live longer. Today, there is a lot of talk about loneliness being a major "disease". Not for nothing do those who have been in solitary confinement consider it a terrible punishment. It is very difficult to cope with it for long.

There's an interesting (and horrible) book about spending a lot of time in solitary confinement. It's about James 'Jim' Stockdale, who was shot down in his aeroplane over Hanoi. He was imprisoned for seven years in miserable prisons, which was the longest time for a US prisoner of war (POW) during the Vietnam War. He wrote the book together with his wife Sybil. It is entitled **In Love and War**.

Speaking of relationships, Jim and his fellow prisoners developed a communication system so that they could maintain their relationships and thus better endure very difficult conditions. Without dying. It's an example of how important relationships are when something is put to the test.

Another aspect is important with relationships. There are friends and contacts. You can only have so many friends. Why is that? Well, friends require time in the form of "maintenance" in various ways. If you don't prioritise such time, you lose friends.

Another aspect of relationships. I think of an "educational" example. When I was working as an IT consultant, a colleague had to install a new system in two factories. One was in central Sweden, and the other was very far up in northern Sweden. The latter took a long time to visit from Stockholm. This meant that there were not many visits there. This had consequences, as there are usually some problems when installing a new system.

When problems arose, the two factories acted differently. Those who worked at the factory that was furthest away naturally complained. They also said: - There is a problem with X. You must fix it immediately. At the other factory, they got in touch and said: We have a problem with X. How can we fix it?

Should you improve any relationship?

Are you receptive to learning?

In 2008, the book **Mindset** by prof. Carol Dweck, USA. The book basically presents two approaches to learning, namely
- Fixed mindset
- Growth mindset

Fixed mindset is the most common. Dweck has done several studies, so she knows. Broadly speaking, this mindset means that - This is who I am. Period! In practice, this means that those with this mindset have a lot of resistance to learning - especially soft skills. Another consequence is that they dislike challenging themselves, i.e. doing something at the top of their ability. You then think: What if I fail? Then it will be a real blow to my self-esteem, so I won't take the risk...

This mindset is greatly stimulated by having an achievement-based self-esteem, as most people's feedback is mostly praise for achievements. Therefore, it is important to show your appreciation of others including your children that they exist, i.e. you do not primarily need to perform to justify your existence. Then one's self-esteem becomes value-based instead, which means - it's OK that I exist.

Those with a *Growth mindset* are much more likely to try new things and to challenge themselves, which of course leads to more personal development.

A fellow consultant in the UK - Graham Williams has further developed Dweck's two mindsets. He divides the Fixed mindset into two different approaches, but with the same consistency. Graham's three approaches are
- Can't do it, i.e. lack of confidence is the obstacle
- Won't do it, i.e. lack of control is the obstacle
- **Can do it**, i.e. open to development

A very important consequence of these three views is that the first two explain why there are so few real results from soft skill development and training. In and of itself, training of various kinds can receive good judgements, but most often it is a judgement on the teacher. What I mean by poor results from training is that if someone has participated in leadership training, then only small improvements in behaviour occur.

On 6 March 1987, a ferry capsized just outside Zeebrugge harbour. Graham happened to watch a film of the ferry sinking. He marvelled that there were people on deck, who just stood still and then drowned. Graham then thought a lot about why they were doing that? That led him to eventually come up with his point of view.

The implication of what Graham is saying is that for real development you have to tackle the first two obstacles first, before you focus on developing 'soft' skills, but how many people do that?

Which category do you fall into most? Can you become step by step more *Can do it*?

Difficult obstacles: Environment, culture and values

Furthermore, there are of course environmental obstacles of various kinds. A predominant one is, of course, values that discourage personal development. For example, in Taliban-ruled Afghanistan, it is even forbidden for women...

Here in Sweden, we have the infamous Jantelagen (the Jante law) - you should not stand out and especially not be proud of something you have achieved. For your information, there are some people who have fought back against the Jante law. They have formulated a "reverse law" - the Viking law. Often, either-or is a silly approach. It is often wiser with both-and, for example, that it is OK to be humble, BUT it is also OK to be proud.

You also have to realise that cultures vary, so something that is obvious in Sweden, may not be in another country. A funny example is that we like *happy hour*, i.e. something can cost half as much. In South America, for example, they have a different approach. They believe that it means two for the price of one.

Speaking of culture - they say that fish have a hard time understanding water, when the fish is in the water...

Think about what it is in your environment, culture or values, that hinders your personal development. Then ask the question: What can I do about it? Or do I have to accept - for now - that this is the case?