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KAIROS SOCIETY◦



Abstract: To better help Kairos fellows understand what it is that drives them as entrepreneurs; Humantelligence conducted the largest study to date on these young people. Using the same technology and proven behavioral *science* they use with large companies, Humantelligence was able to pinpoint some very interesting insights about this organization that are explained in detail in this paper. Readers will gain an improved understanding of what Humantelligence uncovered and find out how these insights can be put to use by The Kairos Society.

Humantelligence focuses on 4 lenses proven to be most associated with success in the workplace. For Kairos fellows, the most dominant characteristic was that they are motivated by freedom and challenging convention with just over 60% of the organization having this trait as their most dominant motivator. Another interesting finding were result for the fellows' motivations related to money and wealth. Overall, the group's Wealth motivator was very low as only 5% of Kairos members had wealth as a dominant motivator.

Furthermore, Humantelligence assesses and uncovers a person's life priorities essentially asking the question, "What are the 3-5 most important things in your life?" For Kairos, personal development, achievement, adventure, creativity and friendship were shared as the top priorities in the lives of these young people. These priorities illuminate a group of young people ready to go out and experience the world, create innovative solutions to tackle problems and do it together.



What Makes Kairos Fellow so... Entrepreneurial? *A Humantelligence Study of The Kairos Society*

The Humantelligence Scan™ provides a simple and easy way to measure the four key constructs or "lenses" that most contribute to a person's long-term career success. Developed through the refinement and testing of over 25 years of proven behavioral science, Humantelligence helps organizations to better understand, communicate and connect with their people.

For individuals, Humantelligence feedback uncovers the most important motivators and strengths they can use to achieve peak performance on the job, and builds critical awareness necessary for making better long-term career choices. When Humantelligence is used across an entire organization, patterns are uncovered about hidden values and behaviors that can be used by leaders to help align organizational culture and business results.

Kairos is a fast-growing student organization offering members an opportunity to feed their entrepreneurial spirit while getting an opportunity to impact some of our planet's most pressing issues. As part of the global summit in New York this week, Kairos teamed up with Humantelligence to assess over 250 members, whose ages range from 18-22. The findings of the Humantelligence study were revealed at the summit and offer all of us some lessons not only about Kairos as an organization, but provides a peak into what makes a new generation of talented future leaders tick.

Entrepreneurial Leadership

Humantelligence has collected intelligence on thousands of business leaders around the world. When compared to certain profiles, Kairos members have many of the characteristics of entrepreneurial leaders. Like Kairos members, these leaders are motivated by freedom and challenging convention. They tend to view rules more as guidelines with flexible interpretations. Just over 60% of all Kairos members revealed a dominant motivator of valuing freedom and doing things their own way.

Not only do Kairos members value freedom, they act like it. Like other leaders of the entrepreneurial type, they approach their work with fluidity and flexibility, what Humantelligence calls "freeform" behavior. About 25% of the members work in this manner as a primary method for getting things done. When it comes to the work they like to do the most, it's the kind that requires them to think outside the box and avoid rules or existing procedures. 64% of them prefer this type of work environment.



Coupled with a drive, behavior and ideal work profile that involves doing it their own way, Kairos members also hold a deep-seeded value for uniqueness. That is, they seek to stand out from the crowd and become energized when their drive for creativity is triggered. Humantelligence says that a motivator of uniqueness is present at high level in leaders who are known as innovators in their industry.

The Humantelligence data also reveals that entrepreneurial leaders tend to behave in a more decisive versus deliberate manner. They assess situations quickly and are usually the ones who point the way before anyone else. Amongst Kairos students, being decisive was another dominant characteristic, with a little over 30% of members showing very high scores. Surprisingly, this pattern is usually found amongst more seasoned professionals. These young people seem to actually like processing and synthesizing what older people often find to be an overwhelming volume of information from the world around them. In fact, almost 65% of all Kairos members scanned prefer work that allows them to solve problems on a regular basis.

Another key finding from the Humantelligence data was just how high Kairos members score on their motivation to help others. More than 10% of fellows had this as their most dominant motivator above all else. They value empathy and believe that generosity is a virtue that guides their choices about where they spend their energy and resources. This "helping" motivator from the Humantelligence scan highlights a key characteristic prominent in the Kairos organizational culture. Collaboration and helping are needs the organization fulfills for its members.

Further, the organization's value to have a positive impact and its clear mission to create positive change (not just business opportunities) is prevalent for this age group compared to the general population, a trend that should be reassuring to all of us. To be successful in the global economy, the newest generation of young leaders understands that creating value for our communities is just as important, if not more so, than building wealth for shareholders.

Achieving Success

The Humantelligence study revealed some areas that Kairos members need to keep in mind as well. The path to success in today's business environment requires striking the right balance between certain personal motivators and the realities of how most larger, more established organizations function. Humantelligence has shown that some people's greatest strengths can become liabilities if self-awareness is lacking and strategies for managing around potential pitfalls go undeveloped. In reality, not every member of Kairos will want to start her own business. Many people find just as much motivation in playing supporting roles, or value the economic and security that some employers offer.

While Kairos may breed a highly innovative spirit that can drive Kairos members to start businesses, it may not be the best place to nurture attributes that will lead to success inside many large companies. One of the least dominant motivators among Kairos members, with just 3% of the group, is being results driven or practical. These young entrepreneurs should keep in mind that employer's today look for this motivator throughout their hiring processes.

Once inside an organization, the ability to navigate the established rules, both spoken and unspoken, can make or break someone's early stage career. However, only 1% of the students see themselves as wanting to create or adhere to structure. Most people who work in such a freeform manner tend to ignore role requirements that involve creating a framework for execution. In the short term, this can create a blind spot and longer term can limit career growth via the "corporate ladder." Similar findings were evident in the ideal work profile, which could show a weakness when being asked to maintain quality control, which involves establishing and following specific rules and procedures. Only 1% of the members had "structure" as a characteristic of their ideal work.

Another interesting finding were result for the members' motivations related to money and wealth. Overall the group's Wealth motivator was very low compared to what typically drives more mature and experienced business leaders. Only 5% of Kairos members had wealth as a dominant motivator, showing that these young entrepreneurs are actually highly focused on solving problems and having an impact other than those involving financial gain. Being a business leader requires at least a moderate level of focus on the bottom line. Luckily for the group of Kairos members, this is a value this often shows up after a certain amount of experience. While some of the Humantelligence results point to a need for this organization to grow up, it's reassuring to find evidence that these young people are well prepared to tackle the challenges we all need them to face.

Rounding out the findings, life priorities:

Life priorities identify what are the most important things in a person's life. They help an employer understand what things matter most to their people and are "top of mind" when it comes to day-to-day life. These priorities change over time depending on where a person is in their own life.

For Kairos students, one of the top 5 highest life priorities is a desire for a feeling of Achievement. This means they want to take on projects, special assignments and jobs with definable milestones. They set clear goals (and reach them!), which give the desired sense of accomplishment.



These students also tend to place a high value on Personal Development. They seek environments that are full of brilliant people, experts, mentors, and others of like-mind. Working with these types of people will allow for continuous improvement and maximized success. This shows Kairos students are ready to learn and have a strong commitment to obtaining knowledge and learning from others.

As young people that crave trying new things and exploring new places, they put a high priority on Adventure. They're looking for a something that offers the opportunity to travel, explore, tackle challenges, and take calculated risks that will provide the desired sense of adrenaline and thrill seeking.

They place a high value on Creativity. These students will tend to adopt hobbies that can often turn into companies and apply this creativity to work-related pursuits to fulfill the desire to convey a sense of uniqueness and artistic ability. Kairos students look at problems with a unique approach and come up with creative solutions.

Finally, and arguably the most interesting finding is that one of the most dominant priorities for Kairos is Friendship. Having given this assessment to thousands of people, this has NEVER come up as one of the top priorities when analyzing a group. These students are genuinely interested in developing lifelong bonds with one another that cross business, generational and cultural boundaries. Not only should these young entrepreneurs work with each other, they want to and if they are really going to make an impact in this world, they will do it together.