

A Perspective on Strategies of Shadowmatch: An Evolutionary Focus Within Organization Practice¹

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INTRODUCTION

What is *Shadowmatch*? Managers, HR practitioners, organizational development specialists, consultants and social science researchers who have not yet encountered this conceptual term may be puzzled. As far as can be traced, the concept *Shadowmatch* arose out of ideas and collaborative efforts flowing into a series of solutions sought for solving challenging problems around human performance and development centred within organization realities. The entanglement of evolving perspectives and thinking within management and social science revolved around how to create and introduce practical systems application models that allowed for an improved match between an individual's creative talents, abilities and a job, and choice of a befitting career. Distilled job-criteria are used to match a new potential hire (referred to as the *Shadow*, or also visitor / employee), to the job.

As can be ascertained, job '*Shadowmatch*' is a term which made its appearance within the field of the management sciences during the last two decades. When examining what it entails as process, and the diversely associated applications of this concept pertaining to human capital management, the practices involved are not new, but have become more refined over time as information and knowledge building within and between organizations has taken place. This is driven by technology evolution and enabling virtual collaborative network partnering within cyber space.

A survey of diversely available *Shadowmatch* products, best described as process tools and techniques which are job, team, or career related can be classified into four broad categories, namely: 1) educational institutions (which includes partnering with organizations): - scholars, students and internships; 2) various *Shadowmatch* programs within organizations themselves; 3) research and development, technology, and IT; and 4) in the arena of sport, art and culture.

The label *Shadowmatch* is a nifty choice for a variety of process tools and practices found within the field of Human Resources Capital Management stemming from behavioral science and psychology. As organizations learn and evolve, the concept itself and related products and systems tools will keep modifying and expanding into renewed and wider realms of application as individuals come into consort with matching their creativity and unlimited potential into an alignment with choices around a befitting career provided by

¹ How to cite this paper: Schmickl, E. D. (2018). A Perspective on Strategies of Shadowmatch: An Evolutionary Focus Within Organization Practice; *PM World Journal*, Vol. VII, Issue XII (December).

work and job role opportunities which will allow them to expand and grow in their life's experiences whilst they contribute towards an evolving world.

PURPOSE

The purpose of this paper is to explore some of the practises of *Shadowmatch*, reviewing and categorising and grouping the developments and shift in thinking into a more expanded conscious realm. Whilst evolutionary transformational change is a slow process, a necessary response to an emergent dynamic shifting and evolving environment requires periodic stepping out from the entrapment of conventional linear and 3 D thinking into the multi-dimensional intuitive from which a renewed perspective and thinking is returned and reversed into transforming evolving world practice via newly articulated value adding applications within society specific time frames driven by every incoming successive generation. This is referred to as designing the next generation industry 4.0 and latest 4.1 (Steyn & Semolic, 2018). The business arena of today comprises of many virtual networks of partnerships driven by technology, information, and value chains – or now referred to as the 4th industrial revolution and robotics. As Ginni Rometty, CEO of IBM contends, - this is the era of challenging leaders of organizations how to skilfully refashion (transform) their organization around data protection with evolving technology and software solutions that guarantee confidentiality, integrity, and safe ownership of information (cybersecurity).

The latter aspect furthermore points to a shift of humanity in its steady evolution towards an expanded multi-dimensional level of thinking which is manifesting itself and can be more appropriately described as a confluence of current knowledge leading towards a new *wisdom revolution*. Some prefer to call it a 4th industrial revolution. As Netanyahu of Israel espouses, “it is the confluence of big data, connectivity, and artificial intelligence that revolutionizes old industries into new ones” (Chanel i24). Dated paradigms within the realms of an expanding human consciousness are shifting into an advanced conceptual way of thinking, bringing about change in a renewed way of generational thinking away from the old energy, life styles, and practices within our evolutionary way of learning. Human consciousness is best described as current existing information of what we think and not the new evolutionary way of conceptual thinking.

The widely held belief is that “life shapes us whilst the choices we make define us”. The time has come to now link and place the diverse methodologies, tools and process techniques into some form of synergistic categorization to achieve integration between various strategy application tools to encourage the leveraging of existing and evolving models of thinking into the next new evolutionary realm (Semolic, 2012) of consciousness expansion and awareness within real time.

IN PURSUIT OF MASTERY WITHIN EMERGENT SHIFT

As stated before, in pursuit of finding solutions to problems within the new normal, which is defined as a constant shifting reality, humanity is being pushed towards recalibrating its existing perspectives on leadership and management practices in every sphere of current day project and program management by taking existing paradigms and models of thinking and beliefs into new realms of greater intuitive thinking within real-time. This is a continuous evolutionary process where individuals and organizations seek value adding solutions that serve their joint interests, namely, an alignment.

The evolution of diverse *Shadowmatch* processes are mapped and presented with the aim of taking the confluence of existing knowledge into holistic perspective to accomplish a synchronicity between organizational systems and strategy processes. Best practices cannot further evolve without these links. These require expanded thinking and a shift in beliefs and attitudes, accompanied by a consciously driven evolutionary strategy requiring further proactive financial investment into neglected essential areas in which some organizations tend to apply cost-cutting measures with the false hope that productivity and profitability stemming from human capital performance will automatically increase because of one or more single HR development practices. By investing correctly into essential missing areas of human capital strategy management and connecting the dots, organizations can attain greater productivity and sustainability.

Best leadership practice enhances the splendour and abilities of their individual and collective human capital resources by applying well researched focal strategies that unleash their creative potential. Leading organizations do not remain stuck within the bell-shaped curve of the average. They excel at higher levels beyond those who choose to remain in the middle. Because of greater understanding they invest in a combination of practices that value add and deliver performance beyond the average. By choice, they do not fall victim to single or loosely unsynchronized HR tools and techniques. They intelligently build upon and expand on what works best by integrating and synchronizing evolutionary knowledge into their existing operational practices through continuous improvement and innovation.

SOME GENERIC DEFINITIONS

As far as can be ascertained, descriptive definitions of the concept *Shadowmatch* that are to be found largely focus on the individual and relate to systems tools that have been created as applications to be used within organizations for successfully matching individuals to jobs. In some cases, an application has been taken into building high performance teams. Some examples are:

Behavioral Benchmarking. *Shadowmatch* USA focuses on behavior based process for an employee to improvise team's performance rather than just by using personality development tools only. (<https://shadowmatchusa.com/>).

Shadowmatch is a powerful benchmarking tool that enables one to match employees to the tasks and environment in which they are considered to be successful. Research has shown that success at work is the match between the experience and abilities of an individual and the task or job at hand in a given context or environment. It is argued that by understanding and discovering what makes successful people work effectively in a specific environment and selected tasks, future incumbents can be better job matched against established benchmarks.

(www.optimumpeople.co.za/our-services/shadowmatch)

The *Shadow* can be described as the collective habits of the group in one person that would be the best fit for the job. Anyone within or outside the organisation then completes the same worksheet and the system will *match* the results of this/these individuals with the Benchmark or *Shadow*.

(<https://www.shadowmatch.biz/about2.php>)

For example: In the Kolbe Rightfit® selection program the concept group is referred to as a group of performers doing the same job. Within the distilled specific job role requirements performers in terms of their MOs (Modus Operandi profiles) are ranked on a scale 1 to 4 (where 1 = best fit; 4 = a poor match). When potential hires need to be selected a choice of best fit or second-best fit is recommended taking also into account a team's needs where a second best may be a better choice to augment a team's required strength.

EXPANSIONS OF SHADOWMATCH CONCEPT

The diversification of entangled *Shadowmatch* systems thinking is an attempt to address multiple organizational areas of need where the developed conceptual applications around Human Capital Management, teams, and OD (Organizational Development) can provide some value adding benefits using distilled benchmarking practices based on sound quality research and available tools and process models matching the reality of specific contextual situations relating to high-performing organization cultures. Examples are evidenced in the pioneering research work of Botha and Neethling (2015), Buckingham (2007), Collins (2001), Covey (2004, 2006), Hughes and Terrell (2007), Jensen, (1995), Kouzes and Posner (2003), and Kolbe (1990), Price-Jones (2010), Ulrich, Smallwood and Sweetman (2008), to name but just a few. The published sources range from high performing individuals, to teams, and organizations, - all of which are research-based products shared in the form of books and process tools with internet-based systems applications. The value adding benefits are the result of internal shifts in response to a greater reality of what is possible. We learn from those who lead and bring pioneering solutions that enhance and leverage performance and success.

THE SHADOWMATCH ENTANGLEMENT

There are numerous areas in which diverse types of *Shadowmatch* practices are to be found within the organizational arena of business, education, government, and sports, arts and culture. These can best be described as evolving learning curves within our reality of progressive organizational practices and systems development. They represent manifestations of continuous innovative improvements towards what was not known before. In knowledge-building they are presented as potential new discoveries that serve as dynamic linking pins towards enhancing both individual and team development with the end goal, arguably, being the leveraging of organizational performance towards greater competitiveness, service excellence, and efficiency.

Current footprints of *Shadowmatch* process and systems models challenge existing paradigms of belief and thinking within management who are tasked with the challenges of dealing with employee and team under-performance within their organization as well as issues related to leadership succession and aspects pertaining to career pathing and the generational impact of industry 4.0. Closer examination of available product offerings reveals that their focus remains largely in the realm of cognitive and behavioral abilities, and developers of various electronic driven products have not gone much beyond current linear and 3D thinking. In some cases, the emotional realm of behavior, and the neurology of the brain is bridged. Save for the leading-edge work of Kolbe (1990), which adds a third dimension to the cognitive and emotional, many *Shadowmatch* products have yet to delve into the conative and harness more of the deeper aspects of what drives human action (Kolbe & Balthazard, 2010) if they are truly going to pass the time proven test of their claimed infallibility.

As applied in organizations, several identified areas of *Shadowmatch* programs are evident though some may not be labelled *Shadowmatch* as such. These range from a focus on leadership development for leadership succession and an attempt to fit the best suitable person into a new or vacated leadership position. The same would apply for managerial and supervisory positions, and right fit job-matching in selection and placement of new hires or existing individuals, career pathing, and coaching, and team building. All these internal processes can be merged into a human capital talent management improvement model into which specific *Shadowmatch* tools and process techniques form building blocks that have their place within an integrative holistic data management system. A diversity of areas (broad categories) in which *Shadowmatch* practices can be found are listed below. A finer expanded classification of these is grouped within four categories with concise descriptions in table 1.

List of Shadowmatch areas

- **Scholar and Student Shadowmatch (Career guidance):** for scholars and students assisting them in choosing the correct high-school subjects as part of early stage career guidance, exploring and choosing a possible career path. Thereafter, prior to engaging in higher educational programs of study, selecting

an appropriate field of university/college study in preparation for a career which is suited to their natural, inborn, instinctive volitional talents and cognitive abilities. The recommended advice provided is derived from years of research and distilled established benchmarks obtained from successful graduates (the *Shadower*) having similar personality and behavioral skills-based characteristics to that of the scholar and career requirement.

- **Career-internship Shadowmatch:** this is based on available internships and career guidance workshop events (for College/University Students). During the period of their studies students are invited by host organizations to engage in work associated with the career choice selected in order that they can evaluate their perception of the job-related reality and align their expectations with the reality of who they are. Alternatively, on campus interviewed top of the class final year students can be invited by an employer organisation where they are hosted, meet senior top managers and are being assessed by them (the *Shadower*) against distilled criteria whilst they are taken through different functional areas within the organization. Those that meet the distilled Shadowmatch requirements are then offered a career starting out as a potential fast-track executive trainee.
- **Career Shadowmatch (intra-organizational):** this refers to a holistic bottom-up top-down intra-organizational process. Individuals are earmarked for positions within a functional department requiring their volitional instinctive talents and experience for upward mobility. For example, a large power generating organization may have three specialist streams of engineers. After careful assessment against established benchmarks, engineers are matched into the correct 'engineering shadow stream' that aligns best with their conative volitional talents, skill sets, and professional interest. A variety of internal apprenticeships can also be classified into this category.
- **Right-fit career path job-Shadowmatch:** Individuals are assessed, and their conative and cognitive profile is benchmarked against one or more suitable career choices fitting their MO (modus operandi) and interest (i.e. talent *Shadowmatch*) prior to enrolling for a college or university course, or even during their period of study to enable them to switch courses should they choose to do so. This is mainly managed by the office of the registrar of admissions who draws on specialists that apply the distilled admissions criteria guided by policy.
- **Student Career-intern Shadowmatch:** based on linking internships and career guidance workshop events to enable potential employees/scholars to experience first-hand what is required and takes place in each job. The purpose is to expand conscious awareness and align expectations and perceptions related to the reality within a chosen career during the period of one's academic study.

- **Intra-organizational Career Internship Shadowmatch** promoting a career path within growing and large organizations that require one's volitional instinctive talents and skill-sets (abilities) for sustained career success. Individuals are earmarked for positions within a functional department or specialist role requiring their unique strengths and experience, - i.e. in-house organizational management / leadership training programs linked to upward mobility or requiring them to pursue further academic studies to upgrade their present levels of knowledge. This may also include career apprenticeships.
- **Leader Shadowmatch:** for leadership development and succession planning as a structured system to successfully meet the challenge of replacing key people in the organization with equivalently competent individuals when the former is promoted or resigns. The job-characteristics are assessed in terms of role and task responsibilities, and a benchmark (**Shadower**) is established for matching individuals with potential having the right-fit talent profiles and abilities that closest match that of high performing individuals. For example, - in the Kolbe RightFit™ assessment tool individuals can be ranked from 1 (best fit) to 2 and 3 (descending order) where a 4 would entail not recommended (being a poor *Shadowmatch*). Purposefully developed tools enable users to search through all the ranks in the organization for individuals that show the same distinctive behavioral patterns as the successful leaders. These individuals can then be taken up into a fast-track system and developed towards being a successful future leader in similar contextual situations.
- **Talent Shadowmatch:** is a process of identifying top performing employees in specific job roles. A profiling process enables an employer to create a distilled benchmark for a series of job-roles throughout the organization based on the most talented individuals within the business who fit these role categories. The company database of employees can be searched for other talented individuals that could be deployed into the matching positions and further developed within the organization
- **Entrepreneur Footprint in Shadowmatch:** presented in entrepreneurial training programs and businesses entrainment in networking and coaching. Individuals desiring to build their own business acquire essential skills and knowledge to create a business by modelling their behavior on successful entrepreneurial role models who are aligned as possible shadower (mirror) to their business venture. They assess themselves to obtain their cognitive and conative profile to detect their natural abilities, and shadowmatch their volitional instincts and behavioral traits and habits against several successful entrepreneurs (entrepreneurial **Shadower**).

- **Intrapreneur Footprint in Shadowmatch:** (Within organizations): - found in organizations driving renewed innovation shifting from a non-learning to learning organizational culture as part of restructuring and self-renewal. Assessments are undertaken to identify suitable persons with innovative conative talents for change management positions in specialist functions in an organization. This applies to within organizations who wish to kindle and stimulate an ongoing culture of innovation and accelerate transformational change. Incumbents are selected against distilled job-evaluated benchmarks (shadowmatch) assessing their talents, behavioral traits and habits, and their ability to predictably lead in a role requiring specific skillsets.
- **Coaching Shadowmatch:** focus is on individual coach and coachee self-development through use of the CoachingScorecard™ tool and psychometric assessment. The process tool engenders a bottom-up and top-down interpersonal interactive engagement which benchmarks both coach and coachee's coaching-skills development as part of their self-development, self-esteem, and self-empowerment. Each remains accountable for their performance in the interactive relationship. Both coach-**shadower** and coachee-**shadow** serve as **Shadows** to each other where their authentic self (Kolbe-A MO) remains unchanged.
- **Learning Organizational Culture Shadowmatch:** in striving for excellence by contrasting and role modelling (benchmarking against) one or more leading competitor organizations who went from good to great within a similar business to one's own. By applying measurable ISO and TQM and six SIGMA standards as part of an internal restructuring strategy against distilled proven behavioral attributes which emulate that of its leading rivals, a changed learning organizational culture is fostered. The changing organization thus comes into alignment with the best (**Shadower**). The shift in behavior is moving from centralised control (top-down) towards greater decentralization with bottom-up engagement, fostering self-empowerment, responsibility and accountability. Behavioral criteria which serve as bench-marks are: "mistakes made are celebrated and used as a stepping-stone learning opportunity"; fear is removed as rule of dominancy is discouraged; creative initiative is encouraged, and employees are not stigmatised because prudent risk-taking and knowledge building is shared and encouraged within a culture of collaboration.

Chosen examples can be emulating Apple; British Airways and Emirates; Microsoft; SpaceX; Samsung; Colocopter; Airbus and Boeing; WorldVentures; Aerobotic (in Stellenbosch Technopark SA) pioneering precision agriculture using robotics and data management; Jooste Cylinder & Pumps; and Amazon, to name but a few. More insightful research is published in books such as Built to Last; First Break all the Rules; The 8th Habit; and Going from Good to Great.

- **Sport and Team-sport** (i.e. rugby; cricket; football; netball; golf, and others)
Both Kathy Kolbe (of Kolbe Corp) and Kobus Neethling (of Solutions Finding) have undertaken research in the field of sport to guide sport administrators and team coaches in their selection and positioning of players and how to play to team strengths whilst experimenting with developing specific game strategies. Despite the early successes that have been achieved, much remains to be learned. There remains a long way to go in convincing sports administrators and coaches that, since individuals have unique profiles, winning success is not easily achievable when players are required to sustain prolonged action which goes against their grain, - i.e. the way they initiate action does not match the required game strategy. Available tools and techniques enable individuals and teams in sport to develop and engage in winning operational strategies by shadow matching selected competent shadower role models who are suitably aligned to their own profiles.
- **Brain-Map Shadowmatch:** in Project Management, Teams, job hiring, career guidance, problem-solving, and scholar learning programs. Individuals take the brain map test, and shadowmatch benchmarks are applied for best fit to specific job roles, careers, selecting sporting coaches, and team building. The NBI assessment tool has acceptable statistical reliability and validity and observed correlations between how individuals think (the cognitive) and act (the conative) which is displayed in the Kolbe-A conative talent profiles. The KCI-A also has high statistical validity and reliability. Periodic test re-tests show that conatively people do not change but gain more experience and learnt skills over time.
- **Art and Culture Shadowmatch:** learning from successful competent role models who serve as mentor / coaches (a **Shadower**). In art and music, a suitably selected role model (the **Shadower**) facilitates and provides to the person (pupil) who is the **Shadow** specific training by imparting knowledge and techniques to develop their natural professional style and abilities.
- **Double Shadowmatch:** Differing understanding and expectations about one's job-role gives rise to disparate perceptions which in turn engender conflict between the individual and a team-leader's job-requirements. These misaligned expectations are resolved by aligning the Kolbe-C job-role requirements defined by the team leader/coacher (**Shadower**) with the perceived Kolbe-B result, namely, the performer/coachee's (**Shadow**) understanding. This Shadowmatch is used in a one-on-one coaching/coachee development relationship (where the **Shadower** and **Shadow** role is duplicated) and in team-building where the Kolbe-B represents the perceived and experienced organizational reality (value system) of what performance actions, habits, and behavior are rewarded by the existing organizational culture.

The aim is to bring into synchronized harmony diverse understandings of a specific job or role requirement within a coaching process in an evolving learning organization.

- **Team Building Shadowmatch:** used in building on strengths by improving job-role fits, getting to know others and bartering talent. Tools used in this process improve communication and conflict resolution based on choices we make, promotes the development of individual and team-emotional intelligence, and overall collaborative effort leading to enhanced performance and social skills development.

As research progresses with knowledge development in the generic shadowmatch footprints, organizations can be served with improved tools and techniques which further assist in the sphere of human capital management.

To introduce a coherent perspective, the discussed shadowmatch footprints are presented in table 1. They have been categorised into 4 areas.

Table 1: Generic Descriptors of Shadowmatch Footprint

Shadowmatch: Educational institutions, students and business organizations	Shadowmatch: Various programs within organizations	Shadowmatch: The arena of research and development, technology, and IT systems	Shadowmatch: The arena of sport, art and culture Into four groupings
Scholar Shadowmatch: early stage career guidance, exploring and choosing a possible career path	Leader Shadowmatch: for Leadership development and selecting new successors	Right Fit Career Path Job Shadowmatch driven by technology linked to specialized career choices	Individual sport (bi and tri-Athlon) and Team-sport Shadowmatch: - coach and players
Scholar Brain Map Shadowmatch: in scholar learning and early career detection (4-17 years)	Career-student Shadowmatch: based on company internships and career guidance workshop events whilst studying	Right Fit Selection Job-Shadowmatch Is used in unique benchmarking for employee recruitment and placement	Right Fit Selection Job-Shadowmatch: - Is used in unique benchmarking for employee recruitment and placement career path job- Shadowmatch in sport; In music, and art linked to natural ability and skill sets where talented individuals (shadow) is paired with a shadower.
Student Shadowmatch: Student discovers by exploring a career path by interest with possible career choice	Career internships Shadowmatch: a holistic bottom-up top-down intra-organizational process. Individuals are earmarked for positions within a functional department requiring their talents and experience, upward mobility	Double Shadowmatch: - Integration by Cross matching expectations within job-specific contextual situation	

	<p>Talent Shadowmatch: - Identifying Top performing employees in specific job-roles to build a company data base of employees that could be deployed into matching positions</p>		<p>Double Shadowmatch: - Integration in coaching (Cross matching)</p> <ul style="list-style-type: none"> • Selecting team coaches (swimming/rugby/cricket /athletics) • Selecting team captains (football / netball / rugby / cricket / water polo / swimming: - and other
	<p>Right Fit job-Shadowmatch: - Is used in unique benchmarking for employee recruitment and placement</p>		
	<p>Brain Map Shadowmatch: - in task performance, teams and learning</p>		<p>Referee Shadowmatch: - used in selecting world-class candidates</p>
	<p>Double Shadowmatch: - Integration (Cross matching)</p>		
	<p>Job-Coaching Shadowmatch: - Focuses is on individual coach and coachee self-development through use of a Coaching Scorecard™ tool.</p>		
	<p>Learning Organizational culture Shadowmatch: Intrapreneur benchmarking against competitors using Distilled Organisational Attributes – benchmarks</p>		
	<p>Organizational Culture Excellence Shadowmatch Contrasting and modelling a leading organization that went from good to great within a similar business to one’s own using ISO and TQM measurable standards emulating the competitor (shadower organization)</p>		
	<p>Coaching Shadowmatch in different fields (Individual & Teams) Focuses is on individual or teams receiving coaching for mastery and self-</p>		

	development in chosen professional career / informal situations		
	Entrepreneur Footprint in Shadowmatch: - Individuals desiring to build their own business by modelling their behavior on successful entrepreneurial role models (Shadower) to their business venture		

Some useful assessment tools The Kolbe concept NBI – Neethling Brain Map Myers Briggs Type Inventory Step 2: (Personality Typology) CPA: Career Path Appreciation BarOn EQi: Emotional Intelligence assessment questionnaire TESI: Team Emotional Assessment Questionnaire Team Skillsgrid

VALUE ADDING BENEFITS

The bottom-line to the various innovative practices is to take individuals through a shift and an internal expanded consciousness awakening beyond what they currently knew about themselves into an expanded experience of finding purpose and unlocking their potential towards greatness, fulfilment and sustained success. It entails making a shift into one’s own authenticity and learning and being receptive and teachable to operate from an internal locus of control fostering the taking of responsibility and accountability for all decisions and actions taken about one’s future, - making a difference. Seen from the business side it delivers:

- Value adding skills development towards enhanced productive performance.
- Balancing work-life practices within organizations through masterly synchronization of operational strategy processes by applying evolving models of bench marking practices where the benchmark serves as **Shadowmatch**.
- Fostering an organizational learning culture with continuous evolving best practice that takes the management of human capital into a new level.
- Operating from inside-out leadership driven by an internal locus of control.
- Shifting transformational leadership practise towards accountability and responsibility fostering self-empowerment and self-worth, and capacity building.

- Leveraging individuals' lives, unleashing and embedding competency, freeing up innovation, creativity and greater productive performance, and shaping streams off career paths.
- Taking organizational practices into new evolutionary levels of a transforming virtual environment within an evolving world of shift, defined as the new normal.
- Reducing turnover of promising competent employees through application of new models of systems technology which are engaging.
- Effectively matching employees into jobs and careers with coaches who are instrumental in their training and self-development.
- Creating emotionally intelligent high-performing teams focusing on social skills development and enhanced communication.
- It's about knowing what innate volitional drives and habits competent successful performers possess and looking for similar MO's in future incumbents which match the innate Modus Operandi (the **Shadowmatch** MO benchmark).
- **Shadowmatch** is successfully used by organizations for precision recruitment, understanding the unique behavior of an individual, for development of people, team analysis, team on-boarding and team building. It is also successfully used for leadership identification.
- Progress has been made in attempting to measure the financial benefits derived from shadowmatch programs as these are contributing towards greater productivity and enhanced performance with reduced employee turnover by having the right human capital in benchmarked shadowmatch role and job positions.
- *Shadowmatch* programs, if well designed in their application, can greatly reduce employee toxic stress, strain, and meltdown in jobs and greatly enhance productive performance and overall organizational health.

SUMMARY CONCLUSIONS

The information highway is filled with entangled footprints of shadowmatch programs, not all of which may be of equal value. As far as can be ascertained, some available products followed on the heels of early pioneers who have undertaken considerable research before taking their product offerings to market. As mentioned at the beginning of this review, the concept **Shadowmatch** is not new. It is just a nifty term attributed to a variety of shadowmatch process tools and techniques which have been ongoing over a period of time and have systematically improved as learning has occurred.

Proponents who maintain that their product is infallible may be in for a surprise in an ever-changing world. Any existing program that repeatedly plays itself over-and-over with no evolving innovation added to it, soon becomes obsolete. There can be no doubt that good shadowmatch programs value add to organizational performance and the development of human capital. The effectiveness and efficiency of organizations is proportional to the

spend on tools and techniques which guarantee improved hiring and matching of employees who possess the right talents, abilities and habits, into well-defined job-roles. Moving beyond the mere focus of the **Shadow** (individuals) to **Shadowmatch** specific jobs, integration of the collective shadow talent profiles of members within project teams holds great promise in making project management teams more productive, effective and efficient. As hierarchically driven organizations start to increasingly distance themselves from the dated leadership model of top-down power-control, new distilled benchmark shadowmatch criteria befitting the new modern-day leaders of our time will have to be created.

As the new normal is being perceived and experienced as a world in constant shift, the restructuring of organizations will bring changes in role and job responsibilities. A re-evaluation of benchmarks in use within existing shadowmatch models may require ongoing research to ensure that their value-add endure over a sustained period of years to come. When matching people to jobs to enhance overall performance, it must be remembered that job-roles keep shifting over time. As these shifts occur, an initially well-matched performer can over time become increasingly job-role mismatched, pull high stress, and become ill and subsequently counter-productive. As contextual situations change one must be in synchronization with shift, - a regular reality check is essential as established software programs are not designed to necessarily take this into account.

As evidenced, there can be no doubt that, as part of continuous knowledge building and global collaborative networking, humanity is now at the brink of taking a further quantum step into new dimensions of intuitive thinking and commenced with a process of gradually reviewing many existing paradigms and models of current scientific applications. As we learn and grow, we swop out restrictive and dated belief systems which play themselves out over and over and through this process acquire a changing mindset. Knowledge evolution brings about new perspectives and an expansion and depth to current evolving applications of both individual human and team development driven technology and many fields of science as humanity evolves and recalibrates itself through an elevated awareness of how things work. Innovation of whatever kind is the result of how we allow human creativity to freely prosper within organizations. Innovation is the outcome of creativity in action by productively channelling the power of imagination linked intuitively to knowledge.

No system or tool is perfect or infallible. This is a time proven myth. The only constant is expanded value-added thinking. The purpose of individuals and organizations is to augment to the growth and consciousness evolution of society and economies. When this is aligned to evolving cycles of product, process and systems innovation that match our continuous shifting contextual reality, it can bring about a spate of practical implementable solutions. When programs within a certain contextual reality no longer serve our interests, we will shift and seek a new creative alignment to that which best serves our joint individual and organizational interests. This is the process of evolutionary

learning regarding the workable application of modern-day and future technology driven tools and techniques within all organizational systems.

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About the Author



Dr. Erik Schmickl

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Dr Erik Schmickl, of Austrian descent, was borne in South Africa and matriculated at Pretoria Boy's High School in 1958. He spent 13 years in government, retailing, and manufacturing before joining the Graduate School of Business Leadership, UNISA in 1972. He completed over a period of 18 years of part-time study two masters degrees and a doctoral degree (MA Psychology; MBL; and D Lit et Phil in Psychology). During his academic period with the SBL at Unisa he took up a one-year contract as Professor of Organisational Behaviour to teach on the PED (Programme Executive Development) and a number of short seminars at Harvard University's European based business school IMEDE (now IMD). He left the services of Unisa in 1992 to start up his own business consulting firm Synerlead International. He provided consulting, training and management development, and assessment services to a large number of small, medium and large organisations within South Africa, Africa, and Europe.

His specific focus areas are strategic management, organisational development and leadership, profiling and creating high performance project and programme management teams, and executive team building aimed at assisting organisations to enhance and sustain their competitive performance. Currently teaching at Cranefield College of Project and Programme Management and held the position of Vice Principal: Tuition and Programme Delivery at Cranefield College of Project and Programme Management until mid, 2016, and serves currently as a Board Counsel member of the College. In 2017 he formed the 'ESsynergy e-Learning Business Academy' which is now rolling out several leading-edge quality e-Learning courses.

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