



Understanding integration

Overlays, Snapshots and TeamScape

'No man is an island entire of itself; every man is a piece of the continent, a part of the main.' John Donne

We are not alone. We work with others, we manage others and others manage us. Each of us makes a unique contribution to the work place but success ultimately depends upon our ability to integrate and work effectively with people. Facet5 helps us understand how best to do this by allowing comparisons to be made between the working styles of two or

more people. Such comparisons highlight the similarities and differences between individuals, allowing for a better understanding and appreciation of differing styles and thus facilitating the development of strategies for building effective working relationships.

Facet5 offers three different ways of comparing people. Facet5 **Overlays** and **Snapshots** provide a simple, graphical comparison of two or more individuals, whereas **TeamScape** provides a far more detailed analysis of a team's work style and how they solve problems and disagreements.

Facet5 Overlay's

These are particularly useful for comparing and contrasting small groups of people. The overlay provides a quick, visual summary of where the similarities and differences occur. It is a powerful aid to understanding the dynamics of any working relationship.

- Communication between a managing director of a high profile investment bank and his compliance manager was at an all time low. An overlay of their Facet5 profiles showed vastly differing styles and helped them pinpoint where their differences were causing problems. As a result both were able to develop behaviours to better manage their differences.
- The Board of a successful mobile communications business, wanted to understand the likely impact that a new board member would have on their team. An overlay was used to

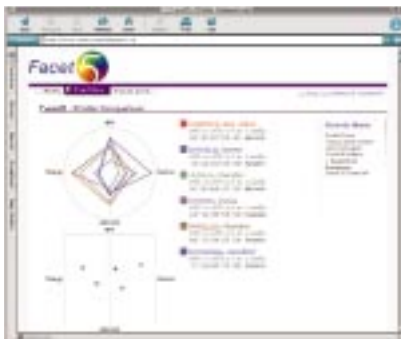
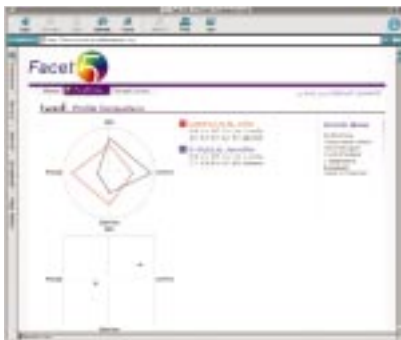
help illustrate the different styles of Board members, and identify their collective strengths and issues that they might need to watch out for.

- Search and selection consultants wanted to find an effective way of summarising and presenting the relative strengths and weaknesses of short listed candidates to their clients. Facet5 overlays met this need.

Facet5 Snapshots

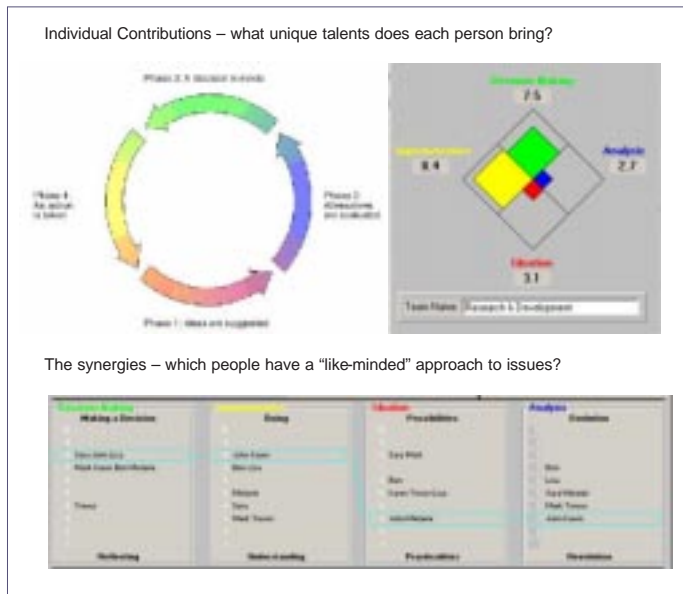
These provide a broader view of similarities and differences in styles and are most effective when dealing with large groups of people. Individual profiles are represented by a single point on the Facet5 chart. The clusters or patterns that emerge offer powerful insights into the culture and values operating at a team or corporate level.

- A major food manufacturing company needed to re-engineer of its supply chain management. But the project was quickly over budget and behind schedule. Lack of co-operation and poor communications were identified as causal factors. The implementation team of 62 people included an internal team chosen for their unique understanding of the business and external consultants chosen for their technical knowledge. The Facet5 Snapshot clearly illustrated the marked difference in styles between the two teams. They now knew why communications had broken down. Facet5 gave a language to describe interpersonal issues in a non-judgemental way, and pointers to a solution.





- A genetics company engaged in groundbreaking research has some of the sharpest minds in the world. But now they need to run a business. Who should do what? Snapshots help guide the decisions.
- A real life adventurer puts his and other's lives in the hands of his team. He really needs the team to work well together. Whether rowing the Atlantic, trekking to the North Pole or breaking the world circumnavigation record, he needs to know he can trust his team to deliver. He needs to understand and prepare for the inevitable difficulties. Snapshots show the strengths in the team.



TeamScape

There is no one type of person required to make a team perform. Organisations rarely have the luxury of being able to say, 'John has all the technical knowledge but is the wrong sort – find a different John'. Teams sometimes come together through careful planning and design. More often there's a large degree of serendipity. Who's available? Who's affordable? Who wants to do it?

Since we can't choose the people in the team to get a perfect blend we work with what we've got. We do that by understanding each other and learning to value the strengths and work around the weaknesses.

- A chief scientific officer loathes making decisions – he prefers to consult. Can the decision-making be allocated within the executive team?

- Following a corporate merger, a team of 20 pharmaceutical patent specialists were employed to rationalise the delivery of 600 products. The team were brilliant analysts, but the corporation needed fast, accurate decisions not alternatives. TeamScape showed the gaps and what needed to be done.
- A small family service company needed to expand rapidly without upsetting the existing business. How could they get better control of the cash position without alienating long-term clients? TeamScape identified key strengths within the executive.

TeamScape gives a powerful visual image of a team's work style and how they go about resolving differences. With specialised graphics TeamScape

clearly shows the effect of bringing a new person into an established team. Using a simple four-stage model of problem solving TeamScape identifies:

- **Individual contributions** – what unique talents does each person bring?
- **The synergies** – which people have a 'like-minded' approach to issues?
- **Potential flashpoints** – will people's different approaches affect a team's ability to get things done? If differences do arise, how can they be resolved?